



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



January 17, 2006

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

**ACCEPT A GRANT AWARD FROM THE STATE OF CALIFORNIA,  
GOVERNOR'S OFFICE OF EMERGENCY SERVICES, CRIMINAL JUSTICE  
PROGRAMS DIVISION; ADOPT A RESOLUTION AUTHORIZING THE SHERIFF TO  
EXECUTE THE GRANT AWARD; APPROVE THE OPERATIONAL AGREEMENTS  
BETWEEN ALL PARTICIPATING AGENCIES; AND  
APPROVE AN APPROPRIATION ADJUSTMENT  
(5TH DISTRICT) (4 VOTES)**

**IT IS RECOMMENDED THAT YOUR BOARD**

1. Adopt the attached Resolution (Attachment I) authorizing:

The acceptance of the Governor's Office of Emergency Services (OES) grant award to the Los Angeles County Sheriff's Department (Department), for the Antelope Valley Gang Violence Suppression (AV-GVS) Program (Attachment II) for Fiscal Year 2005-06 in the amount of \$500,000.

The Sheriff or his designees, on behalf of the County of Los Angeles, to serve as Project Director, to sign and execute said grant award, and to perform all further tasks necessary for completion of the project, including execution of amendments, extensions, modifications, contracts, and other award documents.

*A Tradition of Service*

2. Approve the Operational Agreements which bind the participating agencies, the Sheriff, District Attorney, Probation Department, United Community Action Network (UCAN), and the Antelope Valley Union High School District (AVUHSD), in the State's OES multi-component Gang Violence Suppression (GVS) program (Attachment III).
3. Approve an Appropriation Adjustment, in the amount of \$500,000, to augment the Sheriff's Fiscal Year 2005-06 budget (Attachment IV).

### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

The State's OES has allocated grant funds to the Department the AV-GVS Program. This letter requests authorization to accept the grant funds for a one-year period, beginning July 1, 2005, and ending June 30, 2006. The OES requires that the attached resolution, which has been approved as to form by County Counsel, be adopted by the Board of Supervisors.

The State's OES has allocated the AV-GVS grant funds to the Department, as only currently funded GVS multi-component projects were eligible for State Fiscal Year 2005-06 funds. The Department, in a collaborative effort with the District Attorney's Office and the Probation Department, will be the lead County agency in the AV-GVS multi-component grant program.

The other two (2) non-county components are the United Community Action Network (UCAN) and the Antelope Valley Union High School District (AVUHSD). All five (5) components, bound by Operational Agreements, will collaborate to reduce gang violence in the Antelope Valley and will divert potentially dangerous gang activity into more positive and constructive behavior.

### **Implementation of Strategic Plan Goals**

The AV-GVS Program, a multi-component effort directed at eliminating the prevalence of gang violence and gang activity throughout the Antelope Valley, meets the County of Los Angeles' Strategic Plan Goal 4: Fiscal Responsibility. Specifically, this program satisfies Strategy 1, Objective 3, by its utilization of grant revenue awarded by the State to accomplish the program goals.

### **FISCAL IMPACT/FINANCING**

This grant award is for a 12-month period commencing July 1, 2005, and ending June 30, 2006. The total grant budget of \$550,000 is divided as follows:

Sheriff's Department	\$ 187,821
District Attorney	\$ 165,179
Probation Department	\$ 68,000
AVUHSD	\$ 64,500
UCAN	\$ 64,500

As the lead agency, the Department's portion includes indirect costs (5 percent) and audit costs (1.5 percent). A ten percent match of the State funding (\$50,000) is required and will also be contributed by the Department.

### **FINANCING**

From:	State of California General Funds	\$500,000
	Match requirement (10 percent of State funds)	\$50,000
	<b>Total</b>	<b><u>\$550,000</u></b>

An appropriation adjustment in the amount of \$500,000 is requested to augment the Department's Fiscal Year 2005-06 budget.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

Certification of Assurance of Compliance forms, required by OES, were previously signed by the Chair of the Board of Supervisors when the Board authorized the grant application to be submitted.

This Board letter has been reviewed and approved as to form by County Counsel.

### **IMPACT ON CURRENT SERVICES**

The State's OES has allocated funding to the Department to reduce gang violence in the Antelope Valley. The Department's Operations Safe Streets will provide a specially-trained gang sergeant to focus on the gang problems in the Antelope Valley. This sergeant will supervise the Department's GVS Unit, which will conduct gang probation/parole truancy sweeps and other operations related to gang suppression

The Honorable Board of Supervisors  
January 17, 2006  
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efforts on a grant-funded overtime basis. This Unit identifies gang members and gang-related activities, apprehends offenders, and works in conjunction with the Probation Department and the District Attorney for successful prosecution.

The Los Angeles County District Attorney's Office will provide a trained and experienced Deputy District Attorney, from its Hardcore Gang Division, to vertically prosecute gang and gang-related crimes in the target community. The Deputy District Attorney will assist in the identification of juveniles at risk of gang activities, collaboratively examine specific gang-related community problems in the Antelope Valley, and provide specialized prosecution of gang and gang-related crimes in the targeted areas.

The Probation Department will provide a Deputy Probation Officer (DPO) for gang prevention and suppression services to the grant program. The DPO will deliver delinquency prevention services to first-time offenders involved with gangs or drugs by providing positive alternatives, networking with various community groups involved in gang/drug prevention, and providing intensive supervision.

This Board letter has been reviewed and cleared by the affected County departments.

### **CONCLUSION**

Upon Board approval, please return four (4) individually certified copies of the Board-adopted letter and four (4) original signed Resolutions to the Department's Grants Unit.

The Department's contacts for the requested Board action are Marcelle Murr, Grant's Coordinator, (323) 526-5222, and Deryl Trotter, Grants Coordinator, (323) 526-5153.

Sincerely,



LEROY D. BACA  
SHERIFF

**Los Angeles County Chief Administrative Office**  
**Grant Management Statement for Grants Exceeding \$100,000**

**Department:** Los Angeles County Sheriff

**Grant Project Title and Description:** Antelope Valley Gang Violence Suppression Program

Multi-Agency grant to reduce gang activity in the Antelope Valley.

**Funding Agency**  
Governor's Office of Emergency  
Services (OES)

**Program (Fed. Grant # /State Bill or Code #)**  
GV05010190 F.Y. 2005-2006

**Grant Acceptance Deadline**  
1/17/06

**Total Amount of Grant Funding:** \$500,000

**County Match Requirements:** \$50,000

**Grant Period:** 7/1/05 - 6/30/06

**Begin Date:** 7/1/05

**End Date:** 6/30/06

**Number of Personnel Hired Under This Grant:** 0

**Full Time** 0

**Part Time** 0

**Obligations Imposed on the County When the Grant Expires**

Will all personnel hired for this program be informed this is a grant-funded program? Yes ☒ No ☐

Will all personnel hired for this program be placed on temporary ("N") items? Yes ☒ No ☐

Is the County obligated to continue this program after the grant expires? Yes ☐ No ☒

If the County is not obligated to continue this program after the grant expires, the Department will:

a). Absorb the program cost without reducing other services Yes ☐ No ☐

b). Identify other revenue sources Yes ☐ No ☐

(Describe) \_\_\_\_\_

c). Eliminate or reduce, as appropriate, positions/program costs funded by the grant. Yes ☒ No ☐

**Impact of additional personnel on existing space:** There is no impact, as this is the eighth year of funding for this project and the personnel have occupied the same space for that time period.

**Other requirements not mentioned above:** None

**Department Head Signature** \_\_\_\_\_

*Vito Baca*

**Date** \_\_\_\_\_

**ATTACHMENT I**

**RESOLUTION**

## **BOARD OF SUPERVISORS OF THE COUNTY OF LOS ANGELES**

### **RESOLUTION**

Authorization to Accept a Grant Award from the State of California, Governor's Office of Emergency Services, Pursuant to California Penal Code Chapter 3.5 Commencing with Section 13826 et seq.

**WHEREAS** the County of Los Angeles is charged with providing vital services in the area of courts, law enforcement, and adult and juvenile justice to a population in excess of nine million persons; and

**WHEREAS** the County of Los Angeles is authorized, pursuant to Government Code Section 26500.5, to participate in any project or program to improve the administration of justice; and

**WHEREAS** the State Governor's Office of Emergency Services (hereinafter referred to as "OES") has awarded grant funds to the County of Los Angeles Gang Violence Suppression Program (GVS) for the eighth (8<sup>th</sup>) year to finance the Los Angeles County Sheriff's Department project entitled the "Antelope Valley GVS Program", which expands the "Lancaster GVS Program" to the entire Antelope Valley, and which will be implemented in conjunction with GVS grant projects of the Los Angeles County District Attorney's Office (LADA), the Los Angeles County Probation Department (Probation), the United Community Action Network organization

(UCAN), and the Antelope Valley Union High School District (AVUHSD), in a collaborative multi-agency effort, as prescribed by Operational Agreements; and

**WHEREAS** the Los Angeles County Board of Supervisors, and the Sheriff of Los Angeles County desire to undertake the project designated the “Antelope Valley Gang Violence Suppression (AV-GVS) Program”;

**NOW, THEREFORE, BE IT RESOLVED** that the Los Angeles County Board of Supervisors hereby accepts the grant awarded by OES to fund the Los Angeles County Sheriff’s Department Antelope Valley GVS Program, and authorizes the Sheriff of Los Angeles County or his designee, as County Agent, to serve as Project Director and to sign and execute said grant award, and to perform all further tasks necessary for completion of the project, including execution, augmentation, extension, modification, contracting, submission of amendments, progress reports, and payment requests to the AV-GVS Grant Award Agreement;

**BE IT FURTHER RESOLVED** that as the lead agency, the Sheriff’s Department has agreed to contribute a 10 percent match of the State funding, as required under the grant award application;

**BE IT FURTHER RESOLVED** that the County of Los Angeles agrees not to use the aforementioned grant funds to supplant local expenditures under its control;

**IT IS AGREED** that any liability arising out of the performance of this Grant Award Agreement, including civil court actions for damages, shall be the responsibility of the grant recipient and the authorizing agency. The State of California, and OES disclaim responsibility for any such liability.



**I DO HEREBY CERTIFY** that at a regular meeting of the Board of Supervisors of the County of Los Angeles on the \_\_\_\_ day of \_\_\_\_\_ 2006, the foregoing Resolution was adopted.


**IN WITNESS WHEREOF** I have hereunto set my hand and affixed the seal of the Board of Supervisors of the County of Los Angeles this \_\_\_\_ day of \_\_\_\_\_, 2006.

ATTEST: VIOLET VARONA-LUKENS  
EXECUTIVE OFFICER  
CLERK OF THE BOARD OF SUPERVISORS

By: \_\_\_\_\_  
Deputy

APPROVED AS TO FORM:  
BY COUNTY COUNSEL:

RAYMOND G. FORTNER, JR.

  
By: \_\_\_\_\_  
Gary Gross, Principal Deputy  
County Counsel

## **ATTACHMENT II**

### **ANTELOPE VALLEY GANG VIOLENCE SUPPRESSION MULTI-COMPONENT PROGRAM**



GOVERNOR'S OFFICE OF EMERGENCY SERVICES  
GRANT MANAGEMENT BRANCH  
3650 SCHRIEVER AVENUE  
MATHER, CALIFORNIA 95655-4203  
PHONE: (916) 845-8110 FAX (916) 845-8392



November 28, 2005

Mr. Leroy D. Baca  
Sheriff  
Los Angeles County/Office of the Sheriff  
4700 Ramona Boulevard  
Monterey Park, CA 0

Dear Mr. Baca:

SUBJECT: NOTIFICATION OF APPLICATION APPROVAL  
GANG VIOLENCE SUPPRESSION  
GV05010190

The Governor's Office of Emergency Services (OES) has approved your subgrant in the amount of \$500,000. A copy of your approved application is enclosed for your records.

This subgrant is subject to all policies and provisions of the Single Audit Act of 1984 and Single Audit Act Amendments of 1996 as contained in the Office of Management and Budget Circular A-133.

Any funds received in excess of current needs, approved amounts, or those found owed as a result of a closeout or audit, must be refunded to the State within 30 days upon receipt of an invoice from OES.

Please contact your Program Specialist if you have any questions about your application.

GRANT PAYMENTS SECTION

Enclosure

c: Subgrantee file

copy of 11/17/05

**GOVERNOR'S OFFICE OF EMERGENCY SERVICES  
CRIMINAL JUSTICE PROGRAMS DIVISION  
GRANT AWARD FACE SHEET (FORM A301)**

The Governor's Office of Emergency Services, hereafter designated OES, hereby makes a grant award of funds to the following Administrative Agency (1) *Los Angeles County*

hereafter designated Grantee, in the amount and for the purpose and duration set forth in this grant award.

(2) Implementing Agency Name *Los Angeles County Sheriff's Department*

Contact: *Lt. Steve Fredericks*

Address: *501 W. Lancaster Boulevard, Lancaster, CA 93534*

E-mail address: *sefreder@lasd.org*

Telephone: *(661) 940-3800*

(3) Project Title (60 characters maximum) <i>Antelope Valley Gang Violence Suppression Program</i>	(6) Award No. <i>9V05010190</i>
(4) Project Director (Name, Title, Address, Telephone, E-mail) (five lines maximum)  <i>Leroy D. Baca, Sheriff Los Angeles County Sheriff's Department 4700 Ramona Boulevard Monterey Park, California 91754-2169 (323) 526-5000 ldbaca@lasd.org</i>	(7) Grant Period <i>July 1, 2005 to June 30, 2006</i>
(5) Financial Officer (Name, Title, Address, Telephone, E-mail) (five lines maximum)  <i>Teri L. Wilhelm, Director of Fiscal Administration Los Angeles County Sheriff's Department 4700 Ramona Boulevard Monterey Park, California 91754-2169 (323) 526-5205 tlwilhel@lasd.org</i>	(8) Federal Amount <i>N/A</i>
	(9) State Amount <i>\$500,000</i>
	(10) Cash Match <i>N/A</i>
	(11) In-Kind Match <i><del>\$88,998</del> 50,000</i>
	(12) Total Project Cost <i><del>\$588,996</del> \$550,000</i>

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This grant award consists of this title page, the application for the grant which is attached and made a part hereof, and the Assurance of Compliance forms which are being submitted. I hereby certify that: (1) I am vested with authority to, and have the approval of the City/County Financial Officer, City Manager, or Governing Board Chair, enter into this grant award agreement; and (2) all funds received pursuant to this agreement will be spent exclusively on the purposes specified. The grant recipient signifies acceptance of this grant award and agrees to administer the grant project in accordance with the statute(s), the Program Guidelines, the *Grantee Handbook*, and the OES audit requirements, as stated in this RFP or RFA. The grant recipient further agrees to all legal conditions and terms incorporated by reference in this RFP or RFA.

**FOR OES USE ONLY**

Item: *0690-102-0001*

Chapter: *38105*

PCA No.: *03655*

Components No.: *50.30.661*

Project No.: *05GV50*

Amount: *\$500,000*

Split Fund: *—*

Split Encumber: *—*

Year: *05/06*

Fed. Cat. #: *—*

Match Requirement: *10% Funds Allocated to*

Fund: *- Project*

Program: *Gang Violence Suppression*

Region: *Multi-Component*

**OFFICE OF EMERGENCY SERVICES  
3650 SCHRIEVER AVENUE  
MATHER, CA 95655-4203**

(13) Official Authorized to Sign for Applicant/Grant Recipient

Signature: *Leroy D. Baca*

Name: *Leroy D. Baca*

Title: *Sheriff*

Address: *4700 Ramona Boulevard  
Monterey Park, California 91754-2169*

Telephone: *(323) 526-5000*

E-mail address: *grants@lasd.org*

Date:

I hereby certify upon my own personal knowledge that budgeted funds are available for the period and purposes of this expenditure stated above.

*Dina Stillwell* *11/17/05*  
Fiscal Officer, Date

*Shirley Thomas* *11/8/05*  
Executive Director, Date

I hereby certify that all conditions for exemptions have been complied with, and the contract is exempt from Department of General Services approval.

**APPROVED**

## CERTIFICATION OF ASSURANCE OF COMPLIANCE

I, Leroy D. Baca, Sheriff hereby certify that  
(official authorized to sign grant award; same person as line 13 on Grant Award Face Sheet)

RECIPIENT: County of Los Angeles

IMPLEMENTING AGENCY: Los Angeles County Sheriff's Department

PROJECT TITLE: Lancaster Gang Violence Suppression Program

is responsible for reviewing the *2004 Recipient Handbook*<sup>1</sup> and adhering to all of the Grant Award Agreement requirements (state and/or federal) as directed by OES including, but not limited to, the following areas:

### I. Equal Employment Opportunity – (*2004 Recipient Handbook, Section 2151*)

It is the public policy of the State of California to promote equal employment opportunity by prohibiting discrimination or harassment in employment because of race, religious creed, color, national origin, ancestry, disability (mental and physical) including HIV and AIDS, medical condition (cancer and genetic characteristics), marital status, sex, sexual orientation, denial of family medical care leave, denial of pregnancy disability leave, or age (over 40). **OES-funded projects certify that they will comply with all state and federal requirements regarding equal employment opportunity, nondiscrimination and civil rights.**

Please provide the following information:

Affirmative Action Officer: Darrell B. Bolin Jr.

Title: Lieutenant

Address: 4700 Ramona Boulevard, Monterey Park, CA 91754

Phone: (323) 526-5634

Email: dbbolin@lasd.org

### II. Drug-Free Workplace Act of 1990 – (*2004 Recipient Handbook, Section 2152*)

The State of California requires that every person or organization awarded a grant or contract shall certify it will provide a drug free workplace.

### III. California Environmental Quality Act (CEQA) – (*2004 Recipient Handbook, Section 2153*)

The State of California requires all OES-funded projects to obtain written certification that the project is not impacting the environment negatively.

<sup>1</sup>The *2004 Recipient Handbook* can be obtained from [www.oes.ca.gov](http://www.oes.ca.gov) by selecting "Plans and Publications, 2004 Recipient Handbook."

**IV. Lobbying – (2004 Recipient Handbook, Section 2154)**

OES grant funds, grant property, or grant funded positions shall not be used for any lobbying activities, including, but not limited to, being paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the making of any federal grant, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal grant or cooperative agreement.

**V. Debarment and Suspension – (2004 Recipient Handbook, Section 2155)**  
*(This applies to federally funded grants only.)*

OES-funded projects must certify that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible, sentenced to a denial of federal benefits by a state or federal court, or voluntarily excluded from covered transactions by any federal department of agency.

**VI. Proof of Authority from City Council/Governing Board**

The above-named organization (applicant) accepts responsibility (with an original signature) for and will comply with the requirement to obtain written authorization from the city council/governing board in support of this program. The applicant agrees to provide all matching funds required for said project (including any amendment thereof) under the Program and the funding terms and conditions of OES, and that any cash match will be appropriated as required. It is agreed that any liability arising out of the performance of this Grant Award Agreement, including civil court actions for damages, shall be the responsibility of the grant recipient and the authorizing agency. The State of California and OES disclaim responsibility of any such liability. Furthermore, it is also agreed that grant funds received from OES shall not be used to supplant expenditures controlled by the city council/governing board.

The applicant is required to obtain written authorization (with an original signature) from the city council/governing board that the official executing this agreement is, in fact, authorized to do so. The applicant is also required to maintain said written authorization on file and readily available upon demand. This requirement does not apply to state agencies.

All appropriate documentation must be maintained on file by the project and available for OES or public scrutiny upon request. Failure to comply with these requirements may result in suspension of payments under the grant or termination of the grant or both and the recipient may be ineligible for award of any future grants if the OES determines that any of the following has occurred: (1) the recipient has made false certification, or (2) violates the certification by failing to carry out the requirements as noted above.

### CERTIFICATION

I, the official named below, am the same individual authorized to sign the Grant Award Agreement [line 13 on Grant Award Face Sheet], and hereby swear that I am duly authorized legally to bind the contractor or grant recipient to the above described certification. I am fully aware that this certification, executed on the date and in the county below, is made under penalty of perjury under the laws of the State of California.

Authorized Official's Signature: *Leroy Baca*

Authorized Official's Typed Name: Leroy D. Baca

Authorized Official's Title: Sheriff

Date Executed: 05/05/2005

Federal ID Number: 95-6000927

Executed in the City/County of: County of Los Angeles

### AUTHORIZED BY: (Not Applicable to State Agencies)

- City/County Financial Officer, or
- City Manager, or
- Governing Board Chair

Signature: *Gloria Molina*

Typed Name: Gloria Molina

Title: Chair, Board of Supervisors



## PROJECT CONTACT INFORMATION

Applicant County of Los Angeles

Grant Number

GV05010190

[FOR OES USE ONLY]

Provide the name, title, address, telephone number, fax number and e-mail address for the project contact persons named below. If a section does not apply to your project, enter "N/A." NOTE: If you use a P.O. Box address, a street address is also required for UPS and site visit purposes.

1. The person having day-to-day responsibility for the project:

Name:	Steven E. Fredericks	Title:	Lieutenant	
Street Address:	501 West Lancaster Boulevard	City:	Lancaster	Zip: 93534
P.O. Box:		City:		Zip:
Telephone Number:	(661) 940-3800	Fax Number:	(323) 415-3277	
E-Mail Address:	sefreder@lasd.org			

2. The person to whom the person listed in #1 is accountable:

Name:	Carl H. Deeley	Title:	Captain	
Street Address:	501 West Lancaster Boulevard	City:	Lancaster	Zip: 93534
P.O. Box:		City:		Zip:
Telephone Number:	(661) 940-3800	Fax Number:	(661) 723-2438	
E-Mail Address:	chdeeley@lasd.org			

3. The Executive Director of a nonprofit organization or the Chief Executive Officer (e.g., chief of police, superintendent of schools) of the implementing agency:

Name:	Leroy D. Baca	Title:	Sheriff	
Street Address:	4700 Ramona Boulevard	City:	Monterey Park	Zip: 91754-2169
P.O. Box:		City:		Zip:
Telephone Number:	(323) 526-5000	Fax Number:	(323) 415-1000	
E-Mail Address:	ldbaca@lasd.org			

4. The Financial Officer for the project:

Name:	Teri L. Wilhelm	Title:	Director of Fiscal Administration	
Street Address:	4700 Ramona Boulevard	City:	Monterey Park	Zip: 91754-2169
P.O. Box:		City:		Zip:
Telephone Number:	(323) 526-5205	Fax Number:	(323) 415-2695	
E-Mail Address:	tlwilhel@lasd.org			

5. The Project Director for the project:

Name:	Leroy D. Baca	Title:	Sheriff	
Street Address:	4700 Ramona Boulevard	City:	Monterey Park	Zip: 91754-2169
P.O. Box:		City:		Zip:
Telephone Number:	(323) 526-5000	Fax Number:	(323) 415-1000	
E-Mail Address:	ldbaca@lasd.org			

6. The Chair of the governing body of the implementing agency: (Provide address and telephone number other than that of the implementing agency.)

Name:	Gloria Molina	Title:	Chair, Board of Supervisors	
Street Address:	500 West Temple, No. 856	City:	Los Angeles	Zip: 90012
P.O. Box:		City:		Zip:
Telephone Number:	(213) 974-4111	Fax Number:	(213) 626-6941	
E-Mail Address:				



## GVS COMPONENTS CONTACT INFORMATION

Applicant County of Los Angeles

Grant Number \_\_\_\_\_

[FOR OES USE ONLY]

Provide the name, title, address, telephone number, fax number and e-mail address for the primary contact person for each of the five project components named below. **NOTE: If you use a P.O. Box address, a street address is also required for UPS and site visit purposes.**

1. Law Enforcement Component:

Name:	Steven E. Fredericks	Title:	Lieutenant
Street Address:	501 West Lancaster Boulevard	City:	Lancaster
P.O. Box:		City:	
Telephone Number:	(661) 940-3800	Fax Number:	(323) 415-3277
E-Mail Address:	sefreder@lasd.org	Zip:	93534
		Zip:	

2. Prosecution Component:

Name:	Mia Baker	Title:	Special Assistant District Attorney
Street Address:	201 North Figueroa Street, #1300	City:	Los Angeles
P.O. Box:		City:	
Telephone Number:	(213) 202-7659	Fax Number:	(213) 202-6086
E-Mail Address:	mbaker@co.la.ca.us	Zip:	90012
		Zip:	

1. Probation Component:

Name:	Russell Walker	Title:	Director
Street Address:	9150 East Imperial Highway	City:	Downey
P.O. Box:		City:	
Telephone Number:	(562) 940-2526	Fax Number:	(562) 803-3053
E-Mail Address:	russ_walker@probation.co.la.ca.us	Zip:	90242
		Zip:	

2. Prevention Component:

Name:	Billy Pricer	Title:	Executive Director
Street Address:	44231 Division	City:	Lancaster
P.O. Box:		City:	
Telephone Number:	(661) 948-3000	Fax Number:	(661) 948-4000
E-Mail Address:	bap@qnet.com	Zip:	93534
		Zip:	

3. Education Component:

Name:	Barbara Willibrand	Title:	Assistant Superintendent
Street Address:	44811 Beech Avenue	City:	Lancaster
P.O. Box:		City:	
Telephone Number:	(661) 729-2321	Fax Number:	(661) 949-6292
E-Mail Address:	bwillibrand@avhdsd.org	Zip:	93534
		Zip:	

## PROJECT SUMMARY

<b>1. PROJECT YEAR</b> <input checked="" type="checkbox"/> New <input type="checkbox"/> Year 2 <input type="checkbox"/> Year 3 <input type="checkbox"/> Other:	<b>2. PROJECT TITLE</b> Antelope Valley Gang Violence Suppression Program (formerly Lancaster GVS Program)	<b>3. GRANT PERIOD</b> July 1, 2005 to June 30, 2006
<b>4. APPLICANT</b> Name: County of Los Angeles Address: 500 West Temple Street, Los Angeles, California 90012 Phone: (213) 974-4444 Fax #: (213) 626-6941		<b>5. FUNDS REQUESTED</b> <div style="text-align: right;">         \$ 500,000  <i>QD</i> \$ 550,000 <i>Total Project Cost</i> </div>
<b>6. IMPLEMENTING AGENCY</b> Name: Los Angeles County Sheriff's Department 4700 Ramona Boulevard, Monterey Park, California 91754-2169 Phone: (323) 526-5000 Fax #: (323) 415-1000		
<b>7. PROGRAM DESCRIPTION</b> The Antelope Valley Gang Violence Suppression (AV-GVS) Program is a multi-agency effort which includes the Lancaster Station (law enforcement) and Palmdale Station of the Los Angeles County Sheriff's Department, the Los Angeles County District Attorney's Office (prosecution), the Los Angeles County Probation Department (probation), the Antelope Valley Union High School District (education), the United Community Action Network (prevention), and the City of Lancaster. This collaborative effort focuses on prevention, education, supervision, prosecution, intervention and suppression services countering the violent / criminal activities of gangs and their members. The Antelope Valley Gang Violence Suppression Program is an expansion of the successfully demonstrated Lancaster GVS Program. The Lancaster Sheriff's Station will be the implementing agency for this expanded project, with support from the City of Lancaster.		
<b>8. PROBLEM STATEMENT</b> While the Lancaster GVS Program has proven effective for seven years, an expansion and enhancement of this effort is clearly needed. The Antelope Valley continues to experience a large gang problem, with over 60 identified active gangs. Related to this, over 400 new high school students are identified annually as belonging to a local gang. Gang behaviors that are pronounced in the target area, such as drug trafficking and violent behavior, continue to threaten our communities. With a state prison in its jurisdiction, Lancaster alone now has a very high rate of parolees (1,903) in the community. There are also over 3,500 documented parolees in the Antelope Valley target area (in addition to growing numbers of probationers). A large portion of these offenders are gang members who are continuously recruiting new younger gang members in the community. In the context of the Antelope Valley's vast desert geography, the local response to gangs requires an expansion of the current Lancaster GVS Program to the entire Antelope Valley.		
<b>9. OBJECTIVES</b> The Antelope Valley GVS Program includes a plan for meeting all objectives outlined in the OES RFP. This includes separate plans meeting objectives within each of the five state-required components: (1) Law Enforcement (gang apprehension, gang member identification, STEP Act coordination, gang crimes reported and investigated, staff use of CalGangs), (2) Prosecution (reduced caseload, application of STEP Act, increasing sentence length, ensuring witness protection, reducing plea bargaining and pre-trial release), (3) Probation (reduced caseload, enforcing conditions of probation), (4) Education (tracking student behavioral data, gang suppression training, mentoring), and (5) Prevention (individual counseling, family counseling, gang education and training, mentoring). The operations of the AV-GVS Program will also be supported by monthly OCC meetings and quarterly LCC meetings, where these objective can be monitored for progress.		

**3. ACTIVITIES**

The operations of the AV-GVS Program are supported by monthly OCC meetings and quarterly LCC meetings. Other activities include apprehension of gang members involved in criminal activity, probation/parole, truancy, gang and curfew sweeps, vertical prosecution of hard-core gang members, application of the STEP Act, witness protection when warranted, closer supervision of gang probationers, education related programs through the high school district, community training's, counseling services, and mentoring. All state-required activities and services will be provided within the AV-GVS Program by its partners. This includes all state-required services and activities for the law enforcement, probation, prosecution, education and prevention components.

**11. CATEGORY**

—  
— Not Applicable  
—

**12. PROGRAM AREA**

—  
—  
— Not Applicable

**13. EVALUATION**

The Lancaster Sheriff's Station will subcontract with an Independent Program Evaluator for assistance with enhancing the project's reporting system. Enhanced reporting will allow for ongoing internal assessments of the program, that facilitate change, directly address program barriers, and result in program improvements. Also, if selected for OES funding, the partnership will seek funding from L.A. County's Productivity Commission for an independent outcome evaluation of the AV-GVS Program. This local, independent evaluation (if locally funded) will be coordinated with any evaluation planned by the State of California.

**14. NUMBER OF CLIENTS TO BE SERVED**

At least 1,850 will be served directly by the GVS project. This figure is based upon services in these components: law enforcement (250), prosecution (25), probation (50), prevention (225), and education (1,300).

**15. PROJECTED BUDGET**

	Personnel Services	Operating Expenses	Equipment	TOTAL
Funds Requested .....	\$100,180	\$399,820	- 0 -	\$500,000
Other Grant Funds .....	- 0 -	- 0 -	- 0 -	- 0 -
Other Sources (list in-kind, fees, etc.) .....	\$50,000	-0-	- 0 -	\$50,000
<b>Total Project Cost</b>	<b>150,180</b>	<b>399,820</b>	<b>0</b>	<b>550,000</b>

# **AV-GVS Budget & Budget Narrative**

BUDGET CATEGORY AND LINE ITEM DETAIL A. Personal Services – Salaries/Employee Benefits	COST
<p><b>Personal Services</b> (for the LASD as lead agency and applicant) are budgeted at \$100,180 and include overtime resources for a number of sworn personnel directly associated with the OSS gang units in the Lancaster and Palmdale stations (e.g., combined these two stations serve the entire Antelope Valley target area). This measure will ensure that trained and experienced gang deputies are available for the project's additional "gang sweeps" and other augmented "gang apprehension" efforts. These costs are based upon the following three budget line items.</p> <p><b>Lieutenant</b> (providing multi-station supervision on gang sweeps) - Based on 12 days X 8 hours X (\$77.72 per hour overtime rate + \$9.73 per hour overtime benefits) X 1 staff = \$8,395.20.</p> <p><b>GVS Sergeant / Supervisor (**)</b> - Based on 12 days X 8 hours X (\$65.40 per hour overtime rate + \$8.19 per hour overtime benefits) X 1 staff = \$7,064.64.</p> <p><b>Bonus I Deputies</b> - Based on 12 days X 8 hours X (\$53.17 per hour overtime rate + \$6.66 per hour overtime benefits) X 14.75 staff = \$84,719.28.</p> <p><b>Sub Total</b> = \$100,179.12 (rounded up to whole dollar amount of \$100,180)</p> <p><b>Local In-Kind Match (\$50,000)</b> - The applicant, the Los Angeles County Sheriff's Department, will provide an in-kind match to the expanded Antelope Valley GVS Program. This in-kind match includes 50% of the acting LASD Sergeant / GVS Unit Supervisor position. This local contribution includes wages, employee benefits, and all County indirect costs associated with the GVS Sergeant position. While this match is based upon current County rates for the sergeant's salary and employee benefits (\$134,900) X 50% = \$67,450, we are only contributing the minimum required by the State (\$50,000). This GVS Sergeant / Supervisor will be responsible for the new AV-GVS Program's day-to-day activities, and therefore, will be directly related to both the project's operations and this application's proposed expansion to the entire Antelope Valley.</p>	<p>\$ 100,180</p> <p><u>\$50,000</u></p>
<b>TOTAL</b>	<b>\$ 150,180</b>

BUDGET CATEGORY AND LINE ITEM DETAIL	COST
<b>B. Operating Expenses</b>	
Subcontract with the Los Angeles County District Attorney's Office for required activities described within the <b>Prosecution Component</b> .	
1.0 Deputy District Attorney III (6mos @ 9,310 per month)	\$ 165,179
1.0 Deputy District Attorney III (6mos @ 9541.91 per month)	
Benefits 45.082% of salary	
Prosecution Salaries Sub Total	
Bar Dues	
Auto Mileage	
Sub Total	
Prosecution Total	
Subcontract with the Antelope Valley Union High School District for required activities described within the <b>Education Component</b> .	
Administrative Intern 33% time - \$10,500 per period x two periods per day	
Administrative Intern 33% time - \$10,500 per period x two periods per day	
Project LINK Coordinators at 3 new school sites \$1,500 each	
Sub Total Personnel	
Mentor training for three LINK coordinators at \$2,500 each	
Mentoring activities at three sites \$3,000 per site	
Mentoring events	
Sub Total	
Education Total	
Subcontract with the Los Angeles County Probation Department for required activities described within the <b>Probation Component</b> .	
Field Deputy Probation Officer II	
Minus County savings 7.65% of	
Adjusted Salary	
Employee Benefits 49.66% of adjusted salary	
Probation Contribution	
Probation Total	
Subcontract with the United Community Action Network (UCAN) for required activities described within the <b>Prevention Component</b> .	
Director based on \$36 hourly x 537 hours	
Counselor based on \$27 hourly x 557 hours	
Counselor based on \$27 hourly x 557 hours	
Office Assistant based on \$3737,200 per year x 20% time	
Salary Benefits 10% of salaries	
Sub Total	

Program Supplies, training materials and mentoring events	\$1,140	
Telephone for client contact, case management, outreach and follow up	<u>\$825</u>	
Sub Total	\$1,965	
Prevention Total	\$64,500	
Program Audit - Based on 1.5% of grant request ( $1.5\% \times \$500,000 = \$7,500$ )		\$ 7,500
Indirect Costs - Based on 5% of grant request ( $5\% \times \$500,000 = \$25,000$ )		\$ 25,000
Required OES Training – Five AV-GVS representatives (one from each of the five components) will attend the OES annual training for 2 days. Costs are based upon both event registration @ \$200 per person x 5 persons = \$1,000; and Lodging and meals @ \$124.00 per night x 2 nights x 5 persons = \$1,240. The total amount budgeted for OES training is \$2,240.		\$ 2,240
Subcontract with an Independent Program Evaluator for assistance with establishing enhanced data collection mechanisms, process measures, and collaborative reporting procedures. This subcontractor will have experience in assessing and developing GVS Programs (\$2,500).		\$ 2,500
Program Materials including paper, office supplies, duplication, and other miscellaneous items associated with both the project's services and the LCC's / OCC's operations (\$401).		\$ 401
<b>TOTAL</b>		<b>\$ 399,820</b>

BUDGET CATEGORY AND LINE ITEM DETAIL				
C. Equipment				COST
None / Not Applicable				\$ 0
<p>No equipment will be purchased by the LASD in order to re-direct more state funding to suppression activities, vertical prosecution activities, and direct services to clients. Additionally, subcontractors will not purchase equipment within their individual components in order to support this priority.</p>				
CATEGORY TOTAL				\$ 0
PROJECT TOTAL				\$550,000
FUND DISTRIBUTION	FEDERAL	STATE	CASH MATCH	IN-KIND MATCH
1. Amount of Funds	- 0 -	\$ 500,000	- 0 -	\$ 50,000
2. Percentage of Funds		100%		10%



## GVS COMPONENTS BUDGET SUMMARY

Provide a breakdown of the budget based on each components total allocation.

Component Name	Budget by Component
Law Enforcement (** Applicant)	\$ 137,821
Prosecution	\$ 165,179
Probation	\$ 68,000
Prevention	\$ 64,500
Education	\$ 64,500
PROJECT TOTAL	\$ 500,000

## AV-GVS Budget Narrative

The presented budget directly supports the local reconfiguration of resources and the expansion of multi-component, gang violence suppression activities to the entire Antelope Valley. The budget and budget narrative provide a clear basis for management, fiscal review, and audit. The budget only includes those items covered by: (1) OES grant funds; and (2) local matching funds. The Antelope Valley has a population exceeding 250,000 persons, and therefore, the total request for funding of the Antelope Valley Gang Violence Suppression (GVS) Program is \$500,000 annually. It is understood that future years of state support will depend upon funding availability. OES grant funds will NOT be used to supplant existing criminal apprehension OR other community services. All staffing and purchases will be an enhancement and expand the planned AV-GVS effort, in order to successfully build upon current gang apprehension capacities, and achieve the program goal of expanding the project to the entire Antelope Valley. The presented budget has been determined in coordination with key members of the Local Coordinating Committee (LCC), and with assistance from a program consultant with experience in the design and development of gang suppression and other community programs. Through careful planning, the budget is specifically designed to support state-required objectives and activities, and a thorough line-item justification is provided below for all budget items. As a result, the budget is structured to meet the specific requirements within the OES's GVS-RFP. Furthermore, the budget avoids unnecessary expenditures by funding items associated with accomplishing the state-required objectives and activities for a GVS program. Therefore, all project costs are directly related to and support the local accomplishment of the project's objectives. The proposed expenses cover the entire 12-month grant period. It is the sum of these

measures that will secure a successful program implementation / demonstration and a cost-effective use of state resources for the Antelope Valley Gang Violence Suppression Program.

## 1. Personnel Services

Personal Services for the L.A. County Sheriff's Department (LASD) are budgeted at \$100,180 and include overtime resources for a number of sworn personnel directly associated with the OSS gang units in the Lancaster and Palmdale Stations (each serving the Antelope Valley target area). This measure will ensure that trained and experienced gang deputies from OSS are available for the project's planned "gang sweeps" and other gang member apprehension activities. Personal Services expanded (for the lead agency) are delineated in the table below.

<b>Applicant Personal Services</b>	<b>Overtime Rate</b>	<b>Related Benefits</b>	<b>Hourly + Benefits</b>	<b>Hours</b>	<b>Amount</b>
Bonus I Deputies (several)	\$53.17	\$6.66	\$59.83	1416	\$84,719.28
Sergeant	\$65.40	\$8.19	\$73.59	96	\$7,064.64
Lieutenant	\$77.72	\$9.73	\$87.45	96	\$8,395.20
<b>Sub Total – Applicant Personal Services</b>					<b>\$100,180</b>
<i>Readers will note that the \$100,180 associated Personal Expenses (see table above) has been rounded up from \$100,179.12 to the nearest whole dollar amount.</i>					

Basis Of Staffing Strategy. The GVS Sergeant / Supervisor (and the eight OSS Gang Deputies at the Lancaster and Palmdale Stations who he currently supervises) will be provided to the AV-GVS Program through local resources. The activities of this team will be highly coordinated with the expanded resources provided through the AV-GVS Program. The grant-funded program (including the full time prosecutor, full time probation officer, education component, and prevention component) will not only directly support (100%) the gang unit's current suppression / apprehension efforts, but will also enhance and expand them. As a result, the AV-GVS Program

will have the capacity to serve the entire Antelope Valley. The expansion will additionally increase the flexibility and responsiveness of current gang suppression efforts.

OES funding will provide overtime funding for a supervising Lieutenant, the **GVS Sergeant**, and approximately 14.75 **Bonus I Deputies** to conduct planned gang sweeps (approximately 12 full day gang sweeps per year OR about 1 per month) and other expanded gang apprehension activities. The Bonus I Deputies funded by the project will include not only personnel from the gang units, but also investigators, patrol deputies, and other sworn personnel. The one-day gang suppression / apprehension events will be coordinated with and augmented by other County gang suppression and apprehension resources (including a 25-member County-wide sweep team funded through County resources). Therefore, a **Lieutenant** (who will supervise each sweep) will be a necessary expense for this element of the AV-GVS Program, as personnel resources from outside the Antelope Valley will be coordinated with the gang sweep efforts.

Staff & Project Supervision. All project staff and grant-related activities will be overseen by the current GVS Sergeant / Supervisor, who currently supervises the Operation Safe Streets (OSS) staff at the Lancaster and Palmdale Stations. The current GVS Sergeant Derek Yoshino will function as Coordinator for the expanded Antelope Valley GVS Program. This includes responsibility for coordination of OSS's current gang deputies (assigned to the Palmdale and Lancaster Stations) with the expanded AV-GVS Program. Sergeant Yoshino's position will be contributed to the AV-GVS Program by the LASD (documented as a 50% time contribution, even though Sergeant Yoshino will be 100% dedicated to the local gang suppression effort).

*OES funding (and any overtime funded by the state) will NOT supplant existing personnel resources, but rather enhance and expand staffing capacity, so the entire Antelope Valley can be served by the state-funded AV-GVS Program.* The Sergeant will assist Lancaster Station

executive staff in the management of the AV-GVS Program, and these activities will be coordinated with the LASD's Palmdale Station. He will conduct briefings, attend LCC / OCC meetings, and confer at least weekly with field and/or management representatives from each of the two LASD stations. The Lancaster Station will be the implementing agency for the AV-GVS Program. Sgt. Yoshino will be supervised by Lt. Steve Fredericks, who will be responsible for facilitating the AV-GVS Program's OCC / LCC meetings.

## **2. Operating Expenses**

Operating expenses total to \$399,820 for FY 2005-2006. Operating expenses include: (1) four subcontracts with community partners for implementation of the four remaining components; and (2) other operating expenses associated with improving and sustaining the operations of the expanded AV-GVS Program. Mid-year salary adjustments are documented within individual subcontracts, as needed and appropriate by each service partner.

### **Overview of Multi-Component Subcontracts**

The Los Angeles County Sheriff's Department (in addition to providing the Law Enforcement component of the AV-GVS Program) will subcontract for OES-required services within each of the four remaining components. These subcontracts are summarized in the table below.

<b>Component Subcontractors</b>	<b>Component</b>	<b>Amount</b>
Los Angeles County District Attorney's Office	Prosecution	\$165,179
Los Angeles County Probation Department	Probation	\$68,000
Antelope Valley Union High School District	Education	\$64,500
United Community Action Network	Prevention	\$64,500
<b>Total - Component Subcontractors</b>		<b>\$362,179</b>

Details on each subcontract are provided in four narratives below. Subcontractor expenses are provided by OES budget category.

## Subcontract Detail (Los Angeles County District Attorney)

We will subcontract with the Los Angeles County District Attorney's Office for state-required vertical prosecution activities described within the **Prosecution Component** (\$165,179). The following expenses are associated with securing a full time (100%) Grade III Deputy District Attorney (DDA). This minimum grade level of a Deputy District Attorney is required for the vertical prosecution of felony cases, and application of gang enhancements within the STEP Act.

<b>Subcontract - Los Angeles County District Attorney</b>	<b>Amount</b>
<b>Personal Services</b>	
Deputy DA III (6 months @ \$9,310.00 per month)	\$55,860
Deputy DA III (6 months @ \$9,541.91 per month)	\$57,251
Deputy DA III – 12 months (subtotal)	\$113,111
Benefits (45.082%)	\$50,993
<b>Sub Total – Personal Services</b>	<b>\$164,104</b>
<b>Operating Expenses</b>	
Bar Dues (Note: This item is part of a county contract with each DDA)	\$395
Auto Mileage (for prosecutor travel to courts outside the Antelope Valley)	\$680
<b>Sub Total – Operating Expenses</b>	<b>\$1,075</b>
<b>Equipment</b>	
None	- 0 -
<b>Total - Los Angeles County District Attorney</b>	<b>\$165,179</b>

This budget allows the DDA III to allocate 100 percent of his time to the vertical prosecution of hardcore juvenile and adult criminal cases, as required by the governing statute. The DDA III assigned to this project is responsible for case filing and preparation, from arraignment through sentencing, of the most violent gang crimes committed by active gang members, utilizing vertical prosecution. The DDA's caseload will be reduced to allow adequate time to dedicate to the preparation and diligent prosecution of each case to ensure higher convictions. Appropriate proof will be obtained so that any priors may be used as enhancements, and a maximum

appropriate sentence will be sought in each case. The GVS DDA's educational qualifications include a law degree and a current membership in the California State Bar. The GVS position requires a specially trained trial prosecutor who has tried a wide variety of cases involving hardcore gang members.

**Bar dues** (\$395) are a part of each County government contract with the LADA's Deputy District Attorneys, and therefore, are an allowable expense under OES funding. **Auto Mileage** is based upon 2,000 miles X 34 cents per mile (\$680), and will directly support the assigned prosecutor's travel to cases prosecuted in courts outside the Antelope Valley (primarily at the Sylmar courthouse). This subcontract and its related budget ensure that the objectives and activities established within the AV-GVS Prosecution Component (including the vertical prosecution of gang members, pursuit of and expert application of STEP Act gang-related enhancements, caseload reduction of a full time and dedicated prosecutor, and protection of cooperating witnesses) can be implemented and achieved during the 12-month operating period.

### **Subcontract Detail (Los Angeles County Probation Department)**

We will subcontract with the Los Angeles County Probation Department for state-required activities described within the **Probation Component** (\$68,000). Because state funding will provide for a portion of this team member position, the in-kind contribution by the L. A. County Probation Department (see below \*\*) will ensure that the assigned DPO II is 100% dedicated to the AV-GVS Program. The DPO II will have a minimum of a Bachelors degree and two years experience as a DPO I. The DPO II will share office space in the Lancaster Station with the GVS Sergeant and OSS Gang Deputies to ensure a more responsive and coordinated (integrated) working environment. The following subcontracted expenses are proposed for the Probation Component by the Los Angeles County Probation Department.

<b>Subcontract - Los Angeles County Probation Department</b>	<b>Amount</b>
<b>Personal Services</b>	
Field DPO II (100% time)	\$64,789
Minus County Salary Savings (7.65%)	(\$4,956)
Adjusted Salary	\$59,833
Employee Benefits (49.66% of Adjusted Salary)	\$29,713
<b>Sub Total - Personal Services</b>	<b>\$89,546</b>
<i>Portion contributed by L. A. County Probation Department **</i>	<i>(\$21,546)</i>
<b>Operating Expenses</b>	
None	- 0 -
<b>Equipment</b>	
None	- 0 -
<b>State Portion - Los Angeles County Probation Department</b>	<b>\$68,000</b>

The assigned DPO II will have a reduced caseload (about 40 active cases at any one time), and will enforce probation conditions for GVS probationers. No equipment or unnecessary operating expenses are proposed within the Probation Component. This subcontract and its related budget ensure that the state-required objectives and activities established for the AV-GVS Probation Component (including both a reduced DPO case load, and enforcing probation conditions for GVS probationers) can be implemented and achieved during the 12-month operating period.

### **Subcontract Detail (Antelope Valley Union High School District)**

We will subcontract with the Antelope Valley Union High School District (AVUHSD) for required activities described within the **Education Component**. The AVUHSD serves all high school students in the Antelope Valley target area. The following subcontracted expenses are proposed for the Education Component by the Antelope Valley Union High School District.



<b>Subcontract - Antelope Valley Union High School District</b>	<b>Amount</b>
<b>Personnel Expenses</b>	
Administrative Intern (33% time) – \$10,500 per period X two periods per day	\$21,000
Administrative Intern (33% time) – \$10,500 per period X two periods per day	\$21,000
Project LINK Coordinators at 3 new school sites (\$1,500 each)	\$4,500
<b>Sub Total - Personnel</b>	<b>\$46,500</b>
<b>Operating Costs</b>	
Mentor Training – For three new Project LINK Coordinators (\$2,500 each)	\$7,500
Mentoring Activities (Project Link) at three new school sites (\$3,000 per site)	\$9,000
Mentoring Events (mentoring events for adult mentor activities)	\$1,500
<b>Sub Total - Operating Costs</b>	<b>\$18,000</b>
<b>Equipment</b>	
None	\$0
<b>Total Budget - Antelope Valley Union High School District</b>	<b>\$64,500</b>

The AVUHSD will staff the Education Component with two **Administrative Interns**, who will have primary responsibility for overseeing project activities at all eleven (11) participating high schools. One Administrative Intern will coordinate the Education Component in the northern Antelope Valley (primarily Lancaster), and the other Administrative Intern will coordinate the program in the south (primarily Palmdale). These two credentialed staff members (who are pursuing or have obtained a Masters degree) will report directly to the AVUHSD's Director Of Pupil Services. The Administrative Interns will be purchased for two periods per day (average cost of \$10,500 per school period X 2 school periods X 2 staff = \$42,000). In addition to overseeing the day-to-day activities of the GVS Education Component, the Administrative Interns will be responsible for recruiting adult mentors from the community to work with identified gang members, and coordinating case referrals between the schools and other providers. **Project LINK.** The AVUHSD will also expand its current peer-mentoring program,

called Project LINK. Project LINK matches highly qualified, trained senior mentors with incoming freshmen, and is currently funded at two AVUHSD high schools through Title IV resources. Through the GVS Education Component, the district will expand Project LINK to three new high schools, who have requested the Project LINK mentoring program. The Director of Pupil Services will recruit a credentialed teacher at these three high schools to be the **Project LINK Coordinator** for their school site (funded by teacher stipends of \$1,500 each X 3 staff members = \$4,500). Each Project LINK Coordinator will be responsible for recruiting, training and supervising the peer mentoring relationships and activities at their school site. **Gang Violence Suppression Training** will be provided through existing resources, and will not require OES funding for its implementation. The AVUHSD has formed a partnership with the Lancaster Station to provide School Deputies to each of its high school campuses. These School Deputies will conduct Gang Violence Suppression Training events (at the request of the AVUHSD Director of Pupil Services) for their respective school site. Gang Violence Suppression Training events will also be supported by the Administrative Interns. **Operating expenses** for the Education Component will be dedicated to expanding mentoring activities within the school district and community. Upon project start up, **Mentor Training** by Project LINK will be provided to the three new Project LINK Coordinators (3 X \$2,500 = \$7,500). The Project LINK Coordinators, in turn, will then recruit and train their school's peer mentors. **Mentoring Activities** will be funded at each new school site (3 X \$3,000 = \$9,000), and will be facilitated and managed by the Project LINK Coordinators at the school. **Mentoring Events** (\$1,500) will be facilitated by the two Administrative Interns, who will recruit 15 adult mentors (5 per new high school site) from the community to work with higher risk gang members. These adult mentors will be specifically trained for this task (e.g., trained in Project LINK and trained

in gang prevention strategies). This subcontract and its budget ensures that the objectives and activities established within the AV-GVS Education Component (including tracking gang member data and activity by school site, gang suppression training, and mentoring activities) can be implemented and achieved during the 12-month operating period.

### **Subcontract Detail (United Community Action Network)**

We will subcontract with the United Community Action Network (UCAN) for required activities described within the **Prevention Component** (\$64,500). The agency is a non-profit, youth services agency serving youth and their families in the Antelope Valley. The following subcontracted expenses are proposed for the Prevention Component.

<b>Subcontract - United Community Action Network</b>	<b>Amount</b>
<b>Personal Services</b>	<b>Amounts</b>
Director (Ph.D., non-licensed) - based on \$36.00 hourly X 537 hours	\$ 19,332
Counselor (Ph.D., non-licensed) - based on \$27.00 hourly X 557 hours	\$ 15,039
Counselor (Ph.D., non-licensed) - based on \$27.00 hourly X 557 hours	\$ 15,039
Office Assistant (based on \$37,200 per year X 20% time)	\$ 7,440
Salary Benefits (10% of Salaries)	\$ 5,685
<b>Sub Total – Personal Services</b>	<b>\$ 62,535</b>
<b>Operating Expenses</b>	
Program Supplies, Training Materials & Mentoring Events	\$ 1,140
Telephone (for client contact, case management, outreach and follow up)	\$ 825
<b>Sub Total - Operating Expenses</b>	<b>\$1,965</b>
<b>Equipment</b>	
None	- 0 -
<b>Total - United Community Action Network</b>	<b>\$64,500.00</b>

Counseling services will be provided by the **two UCAN Counselors** and its **Director** (each with a Ph.D. in Psychology). The three UCAN counseling staff (who each have over 5 years of experience with the current GVS target population) will be responsible for individual, group, conjoint and family counseling services provided within the Prevention Component. Intake,

counseling sessions, group supervision, group education and case management will be provided for all GVS clients by these three counseling staff. The Prevention Component will also be supported by two Counseling Trainees, who will work in group education settings with youth and parents, and facilitate social and recreational activities on Wednesday evenings at UCAN's 180 Night. Supervision will be provided to **Counseling Trainees** and **Adult Mentors** by the Counseling staff. The UCAN Director will attend all OCC and LCC meetings. Gang Education Training will be scheduled and provided by the counselors. UCAN staff will also support gang education events provided by other partners (e.g., schools and local law enforcement). The **Office Assistant** will be responsible for client pre-intake information, client service referrals, general office support, client scheduling, phone support, and all GVS project reporting.

**Operating expenses** for the Prevention Component have been minimized to increase the opportunity for direct services for clients. These include **Program Supplies, Training Materials & Mentoring Events** (\$1,140) and **Telephone** (\$825). No equipment will be purchased with OES funding. This subcontract and its budget line items ensure that objectives and activities established for the AV-GVS Prevention Component (including individual counseling, family counseling; school and community training; and mentoring) can be implemented and achieved during the 12-month operating period.

### **Required OES Training (provided for each component by LASD)**

We have budgeted for one OES-sponsored training session during the grant year. Five AV-GVS representatives (one from each of the five components) will attend the OES-sponsored training session during the grant year for 2 days. The Lancaster Station will facilitate and coordinate team member attendance at state training on behalf of the project's gang suppression staff and a representative from the four primary partners. Budgeted training costs are based upon both event

registration @ \$200 per person x 5 persons = \$1,000; and Lodging and meals @ \$124.00 per night x 2 nights x 5 persons = \$1,240. Total budgeted for OES training is \$2,240. Per Diem and reimbursement rates are based upon County rates.

### **Program Audit**

We have budgeted for an audit of the program (\$7,500). This line item is based on 1.5% of grant request, as prescribed within the OES RFP ( $1.5\% \times \$500,000 = \$7,500$ ).

### **Indirect Costs**

We have budgeted for indirect costs associated with the AV-GVS Program (\$25,000). This item is based on 5% of total grant request, as prescribed within the OES RFP ( $5\% \times \$500,000 = \$25,000$ ).

### **Enhancing Project Reporting & Data Collection**

We will subcontract with an Independent Program Evaluator (\$2,500) for assistance with establishing new data collection mechanisms within the AV-GVS Program. With the expansion of the target area, some adjustments will need to be made to both internal reporting and the data collected from project partners. The Independent Program Evaluator will have at least 10 years of experience in assessing and developing law enforcement / justice programs, and specific experiences with Gang Violence Suppression efforts. The enhanced internal reporting mechanisms will be in place and functioning within 60 days of the project's start up.

### **Program Materials**

We have budgeted for program materials including paper, office supplies, duplication, and other miscellaneous items associated with the project's operations (\$401). This measure will ensure that materials can be developed for the project, as needed and appropriate.

### 3. Equipment

No equipment will be purchased by the LASD for this project in order to re-direct a maximum amount of OES funding to suppression activities, vertical prosecution activities, and direct services to clients within the Antelope Valley target area. Additionally, subcontractors will not purchase equipment within their individual components in order to support this priority. Readers should also note that all team members currently have Internet access (as some equipment has been purchased through past or other resources).

#### In-Kind Program Match / Contribution

The local in-kind contribution to the AV-GVS is \$88,996 (15% of budgeted costs). The AV-GVS Program will match OES funding from two sources (see table below).

Provider	In-Kind	Justification & Budget Notes
L. A. County Sheriff's Department	\$67,450	While the assigned LASD GVS Sergeant will be 100% dedicated to the AV-GVS Program, a minimum of 50% of the GVS Sergeant's salary and employee benefits will be contributed to the project. This calculation is based upon full time salary and employee benefits for an LASD GVS Sergeant (\$134,900) X 50% = \$67,450.
L. A. County Probation Department	\$21,546	The DPO II position will be 100% dedicated to the AV-GVS Program. State GVS resources will fund \$68,000 of this position. The remaining salary and employee benefits of the assigned Probation Officer will be contributed to the project by the Los Angeles County Probation Department (\$21,546). This calculation is based upon full time DPO II salary and employee benefits (\$89,546) - \$68,000 = \$21,546.
<b>Total Match</b>	<b>\$88,996</b>	<b>15% of Total Project Costs</b>

Each of these in-kind resources is currently associated with the AV-GVS Program, and therefore, demonstrates a *maximization of the use of available funds* and shows the commitment of both the

applicant and local partners to the project and its objectives. The attached budget pages also indicate which budget items are match items, and provide fiscal detail on the individual contributions (as requested in the RFP).

### **Further Ensuring Cost Effectiveness**

Because of the mentioned in-kind resources, the AV-GVS Program will have several full time (100% dedicated) staff within multiple components. This includes (1) the GVS Sergeant and 8 OSS gang deputies at the Lancaster and Palmdale Stations; (2) the Vertical Gang Prosecutor; and (3) the Gang Probation Officer. This measure further supports the applicant's commitment to achieving the proposed objectives and activities for the expanded Antelope Valley project. Additionally, the *2004 Recipient Handbook* has been reviewed to ensure that the presented expenses are allowable. Because of this (and careful local planning), the presented AV-GVS Program budget avoids unnecessary and/or unusual expenditures that would detract from the accomplishment of the AV-GVS Program's presented objectives and activities. Over 92% of state-funded budget items are associated with providing direct services to clients, meeting state-required objectives, and expanding the project to the Antelope Valley's multiple communities. Budgeted indirect costs, program materials, the required program audit, required training, and assistance with data collection represent less than 8% of the state-funding request. This measure further ensures cost effectiveness and accountability within the AV-GVS Program.

## PREFERENCE POINTS CERTIFICATION

*Use this format if one is not provided by the Lead agency.*

DATE:

TO: GOVERNOR'S OFFICE OF EMERGENCY SERVICES  
LAW ENFORCEMENT AND VICTIM SERVICES DIVISION

FROM: Community Contact  
Enterprise Zone Program

SUBJECT: PREFERENCE POINTS

*(check only one box)*

- ☒ (5%) The applicant named below has targeted this enterprise zone for grant-related activities.
- ☐ (2%) The applicant named below has not specifically targeted this enterprise zone for grant-related activities. However, the applicant provides needed services to residents of this community.

Applicant Name: Los Angeles County Sheriff's Department

Project Name: Antelope Valley Gang Violence Suppression Program

Address: 501 West Lancaster Boulevard  
Lancaster, California 93534

Program Zone Antelope Valley Enterprise Zone

I certify that I have reviewed the proposed project and that it meets the eligibility requirements for preference points as required by *California Government Code Section 7082*.

Cheryl Rose  
Print Name of Enterprise Zone Contact

Enterprise Zone Manager  
Title

Cheryl Rose  
Signature of Enterprise Zone Contact

May 19, 2005  
Date

City of Lancaster, California  
Name of Enterprise Zone Agency

44933 Fern Avenue, Lancaster, California 93534-2461  
Address

(661) 723-6034  
Telephone Number



## **1. Problem Statement**

The Antelope Valley Gang Violence Suppression (AV-GVS) Multi-Component Program is designed for a more comprehensive, expanded, flexible, increasingly coordinated approach for the prevention, intervention and suppression of violent gang activities in the Antelope Valley. The expanded program's design is based directly upon information and discoveries presented in the following Problem Statement section. Based on planning activities with LCC members and other representatives, we will initiate a GVS effort through a multi-component partnership. The new and expanded AV-GVS Program will serve the entire Antelope Valley, which is located in northeast Los Angeles County.

### **A. Nature & Scope Of The Problem(s)**

*The problem statement must be a comprehensive description of the target area to be addressed by the project. Describe the gang and drug-related problems in the specified target area. Multi-component projects need to submit only one problem statement for the entire group, since all components of the project must be focused on the same target area.*

We present a thoroughly rigorous analysis of the Antelope Valley's growing gang problem. Presented information and priorities are based upon both quantitative and qualitative information from the target community. The analysis of the problem is provided on several levels to determine and justify the optimum target area for the new project, problems and related needs, social and demographic factors, regional influences, and appropriate strategies and priorities for a gang violence suppression response.

The development of the application's problem statement has been supported by a justice program consultant with expertise in the design and evaluation of community programs.

Community research, crime data and social data have been presented to participating LCC representatives. This task initiated a local decision-making process within the LCC to enhance the design of the AV-GVS Program, expand the target area, and prioritize particular component activities (e.g., law enforcement and prosecution) within the presented program's design. A justification for the new and expanded Antelope Valley Gang Violence Suppression (AV-GVS) Multi-Component Program is provided near the end of this section.

### **Growing Presence of Gangs**

The Antelope Valley is a self-contained region of Los Angeles County with a population of over 300,000 persons, about 70 miles northeast of downtown Los Angeles. The region is separated from the Los Angeles basin by a series of mountain ranges. According to CALGANG System reports, there are approximately 5,000 gang members from 175 identified gangs within the Antelope Valley, who are engaged in conspicuous levels of criminal activity during the current year (e.g., Part I Crimes). Many of the gang members associated with these groups fall into the category of career criminal. Of the 175 gangs in the Antelope Valley (including Bad Influence Gang - BIG, Varrio Nueva Estrada - VNE, Lancas, Pacoima Piru Bloods, Crazy Boyz – to name a few) most are Latino and African American. Despite significant successes in suppression and apprehension by local gang units (e.g., over 650 gang arrests were made by the current gang units in 2004), local gang membership numbers and the number of gangs has continued to increase. Since 2001, the number of gang members has increased 20% from 4,000 to 5,000 gang members in the Antelope Valley (Source: CALGANG). The number of gangs in the Antelope Valley has also increased during this period by about 15%.

## **Four Factors Influencing Continued Growth of Gangs**

The growth in the presence of gangs and gang members in the proposed target area (Antelope Valley of L.A. County) is associated with several factors. First, three correctional facilities are located within the Antelope Valley (specifically Lancaster). These include: (1) the Los Angeles County Jail, "Mira Loma" Facility, (2) the L.A. County Juvenile Detention Center "Challenger Hall", and (3) the California State Penitentiary "Lancaster Prison" Facility. Since these correctional institutions were developed, there has been a documented increase in the number of released inmates residing (both parole and probation) in the Antelope Valley.

Second, with thousands of inmates and juvenile offenders housed in the three mentioned correctional facilities, their families are moving to and residing within the Antelope Valley at increasing rates (e.g., the family visit the inmate while incarcerated). This migration of family members from the Los Angeles basin and its urban areas has (in turn) increased the presence of other gang members, gang affiliates, and their families within the Antelope Valley (composed primarily of Lancaster and Palmdale).

Third, the constant flow of 'veteranos' or senior gang members out of the Lancaster State Prison into various Antelope Valley communities has increased both (1) serious crime, and (2) local gang recruitment in the high schools. Current intelligence supports the conclusion these senior gang members are responsible for the most aggressive recruitment efforts in our schools and neighborhoods. School data supports this conclusion by showing that there are 400 new gang members in the Antelope Valley high schools each year. Additionally, there are approximately 3,500 parolees (the majority of them gang members) currently residing in the Palmdale and Lancaster jurisdictions (Source: Parole LEADS statistics).

Fourth, Los Angeles area gangs have expanded specifically to the Antelope Valley. Not only have many L.A. gangs re-located and sought to recruit new members within local communities, but the rural areas of the Antelope Valley provide a breeding ground for clandestine methamphetamine labs (e.g., in the sparse, unincorporated desert areas surrounding Palmdale and Lancaster), which also attract more gang members. With this local supply of “meth”, gangs actively engage in narcotic sales in both the suburban and County-unincorporated areas of the Antelope Valley. Federal teams have focused on this particular problem in the past.

Each of these four factors continue to influence the proliferation of gangs in the Antelope Valley, and strongly support that gang suppression and apprehension activities will need to be prioritized within the expanded AV-GVS Program.

### **Organizational Dynamics of Local Gangs**

Gangs develop and organizationally behave differently in the Antelope Valley (when compared with urban areas). The rural areas of the Antelope Valley have an influence on gang activity and behavior. For example, the gangs in the Antelope Valley are less territorial than in the Los Angeles basin’s urban areas and neighborhoods, and less loyal to committing to a single gang entity. Because of this, identified gang members in the Antelope Valley will often change their affiliations, or even team up with other smaller gangs near their community. This presents some added challenges to law enforcement in determining the associations of local gang members. The target area is primarily challenged by concentrations of small gangs (often 5 to 20 members) within the two largest suburban municipalities of the Antelope Valley (Lancaster and Palmdale). Because of the rural desert geography, gangs and their members will often fragment or “pepper” their membership across multiple communities. For example, the VNE gang (Varrio Nueva Estrada) has about 30 active members in Lancaster, about 20 members in Palmdale

(which is 10 miles from Lancaster), and approximately 25 VNE members in the outlying areas of the valley (covering over 1,000 square miles). While all are considered VNE gang members, the three entities function in the Antelope Valley as three unique gangs. Because of this factor alone, local gang suppression and apprehension efforts frequently need to focus upon multiple community areas, simultaneously. These efforts often require broad and expanded law enforcement and prosecution resources.

Another unique feature of the target area is that the Antelope Valley has received negative local and national attention for its White Supremacist or “Skinhead,” hate crime activities. White gangs associated with hate crime activities include Nazi Low Riders, Palmdale Peckerwoods, the AV Skinheads, and Metalminds. Over the past few years, incidents of hate crime have become frequent enough to inspire the formation of a community based “Hate Crime Task Force”. This factor may locally be very important in that gang crimes (often in the form of coercion or some type of inter-racial violence) can be readily classified as hate crimes.

### **Refining Gang Targeting Strategies**

Refining and re-testing the gang unit’s targeting strategies has helped in suppressing gang crime and activity. For example, due to the large rural geography of the Antelope Valley, many gangs have not been able to establish territories or “gang turf.” Local gang members are primarily transplants from the Los Angeles basin. Moving from their home “set,” they have had to mix with like members from diverse “sets.” Therefore, establishing a “turf” is difficult. Related to this, the current gang unit’s aggressive approach to anti-gang enforcement has kept the new “sets” off balance. Locally, an innovative and aggressive, multi-agency anti-graffiti program has seen a multi-year, substantial decrease in “turf” establishing graffiti.

However, to effectively suppress any gang's violent activity the local gang unit must often address members from several gangs or areas concurrently (apprehending them at the same time). One successfully tested strategy that has impacted this problem are "gang sweeps" and other multi-teamed apprehension activities. It is noted that "sweep" activities (because of their broadened scope and large number of team members, sometimes as high as 60 team members) require more mobilization, resources, investigative information, and coordination than more common suppression and apprehension efforts initiated by law enforcement. Because of this, gang sweeps will be specifically proposed as a primary strategy for the enhanced and expanded AV-GVS Program.

### **Analysis of Station & Gang Crime**

We are providing a thorough analysis of station level crime data and gang-related crime data, prior to presenting the justification and definition of the proposed target area. The following information is based crime data from both the Lancaster Sheriff's Station and the Palmdale Sheriff's Station. Combined, these two stations serve the entire Antelope Valley. Demographic information on these two communities is provided further below in this section.

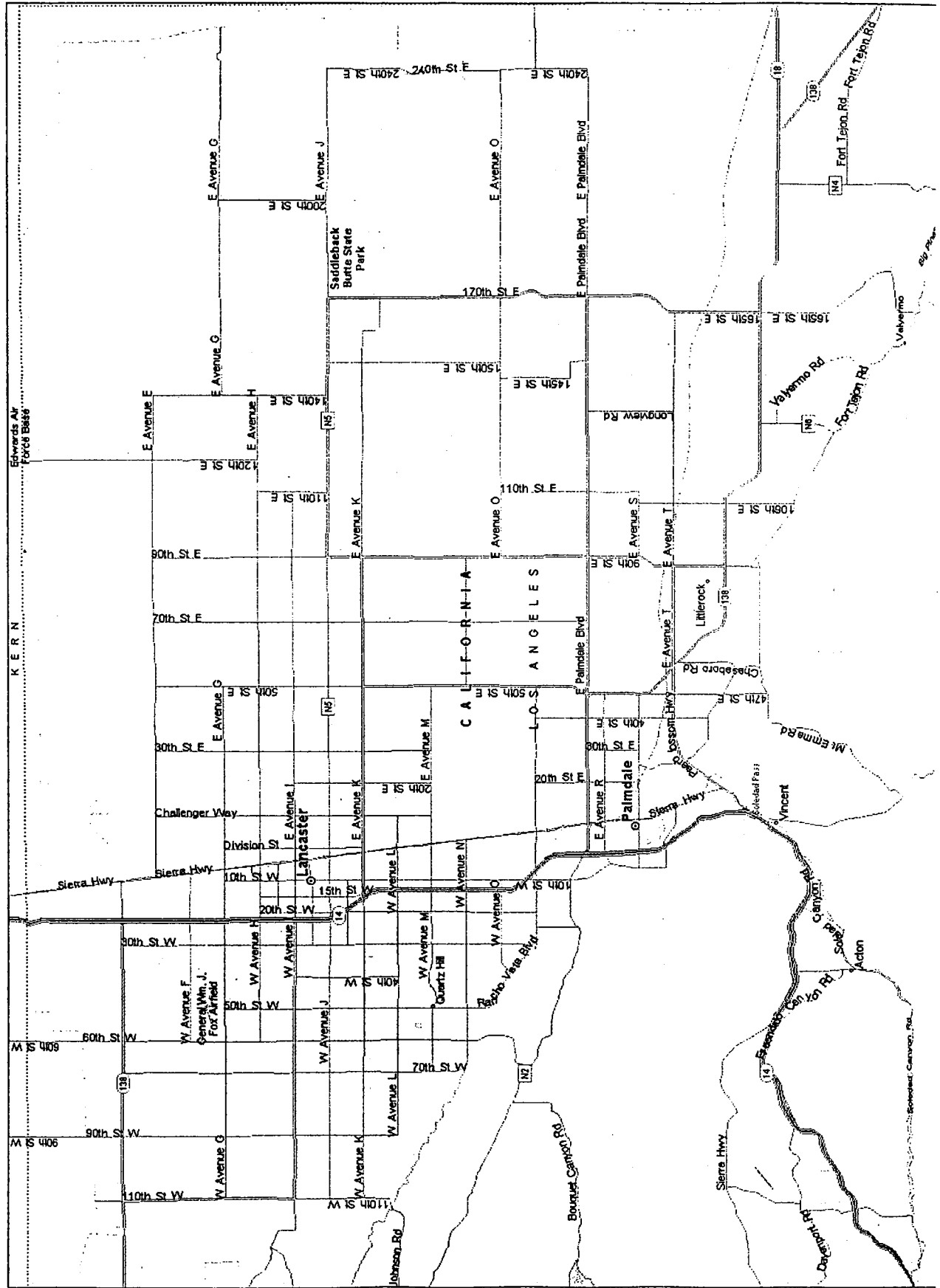
#### **Target Area Crime (both gang and non-gang)**

Before proceeding with an analysis of gang crime and program planning, an understanding all Part I crime is needed. The Part I Crime data (presented below) for the entire target area includes both (1) gang-related, and (2) non-gang related Part I Crimes (Year 2004).

	<b>Unincorporated (Lancaster)</b>		<b>Lancaster (North)</b>	
	<b>Adult</b>	<b>Juvenile</b>	<b>Adult</b>	<b>Juvenile</b>
Part I Crime	120	67	985	559
	<b>Unincorporated (Palmdale)</b>		<b>Palmdale (South)</b>	
	<b>Adult</b>	<b>Juvenile</b>	<b>Adult</b>	<b>Juvenile</b>
Part I Crime	147	51	985	559

Using this information, we can calculate that 68% of all Part I Crimes are committed by adults and 32% by juveniles. Also, a disproportionate amount of Part I Crime occurs within the cities of Palmdale and Lancaster (88%), when compared with the unincorporated county areas (12%) served by each Sheriff's station. This is important, as each station serves a centralized, more densely populated city area (primarily suburban) and a surrounding, rural area (e.g., a county, unincorporated area). While some responses to crime are needed in the unincorporated, rural areas, the majority of crime responses need to focus upon the suburban centers of Palmdale and Lancaster. Each is located centrally within the Antelope Valley target area. A full map is provided on the next page.

# Map of Target Area





**Single Station Example (with timeline)**

To further analysis target area crime data, a review of crime statistics for a single area is necessary. The table below provides a five-year overview of Part I crimes for the Lancaster Station (which has nearly twice as many gangs as Palmdale).

<b>Station (Lancaster)</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
Homicide	9	14	25	21	4
Assault	1,014	1,156	1,046	863	237
Rape	64	71	76	57	22
Grand Theft Auto **	585	777	1,070	1,203	353
Burglary	1,356	1,353	1,269	1,282	453
Robbery **	276	333	354	340	104
Arson	72	92	90	73	27
Larceny/Theft **	2,103	2,162	2,363	2,513	925
<b>Totals</b>	<b>5479</b>	<b>5958</b>	<b>6293</b>	<b>6352</b>	<b>2125</b>

Total crime associated with the station has increased an average of 4% per year, however, there has been a decline in this trend in the last two years. Analysis also shows that theft-related crime (\*\*) has increased consistently in the community over the last four years.

**Gang Crime (with timeline)**

Crime analysis of the above data supports that the majority of the community's violent and intrusive crime incidents are most frequently gang-related. Because of this, we present the following analysis of gang crime for the Antelope Valley (Lancaster and Palmdale jurisdictions). The table below provides gang crime information from the target area for the last four years (Source: CALGANG). The two principal jurisdictions (Lancaster and Palmdale) are separated.

<b>Gang Crime</b>	<b>FY 2001</b>		<b>FY 2002</b>		<b>FY 2003</b>		<b>FY 2004</b>	
<b>Palmdale</b>								
Non-Narcotics Incidents	306	86%	712	84%	690	81%	536	79%
Narcotics Incidents	49	14%	131	16%	159	19%	140	21%
<b>SubTotal</b>	<b>355</b>		<b>843</b>		<b>849</b>		<b>676</b>	
<b>Lancaster</b>								
Non-Narcotics Incidents	192	88%	842	86%	988	84%	949	78%
Narcotics Incidents	26	12%	139	14%	191	16%	261	22%
<b>SubTotal</b>	<b>218</b>		<b>981</b>		<b>1179</b>		<b>1210</b>	
<b>Antelope Valley (all)</b>								
Non-Narcotics Incidents	498	87%	1554	85%	1678	83%	1485	79%
Narcotics Incidents	75	13%	270	15%	350	17%	401	21%
<b>Total Gang Incidents</b>	<b>573</b>		<b>1824</b>		<b>2028</b>		<b>1886</b>	

Non-narcotics incidents (e.g., robbery, homicide, grand theft, and assault) consistently represent 4 out of 5 gang-related crimes. Also worth noting, gang crime has consistently increased since 2001, which supports earlier premises about the growth of gangs in the target area.

### Gang Crime (Juvenile vs. Adult arrests)

The table below separates gang crime information from adult and juveniles from the target area for the last four years (Source: CALGANG). The two principal jurisdictions (Lancaster and Palmdale) are also separated.

<b>Juveniles vs. Adults</b>	<b>FY 2001</b>		<b>FY 2002</b>		<b>FY 2003</b>		<b>FY 2004</b>	
<b>Palmdale</b>								
Juveniles	87	23%	119	16%	100	12%	43	7%
Adults	288	77%	637	84%	724	88%	566	93%
<b>SubTotal</b>	<b>375</b>		<b>756</b>		<b>824</b>		<b>609</b>	
<b>Lancaster</b>								
Juveniles	50	19%	55	6%	114	9%	155	12%

Adults	219	81%	855	94%	1114	91%	1186	88%
<b>SubTotal</b>	<b>269</b>		<b>910</b>		<b>1228</b>		<b>1341</b>	
<b>Antelope Valley</b>								
Juveniles	137	21%	174	10%	214	10%	198	10%
Adults	507	79%	1492	90%	1838	90%	1752	90%
<b>Total Arrests</b>	<b>644</b>		<b>1666</b>		<b>2052</b>		<b>1950</b>	

Based on this data, juveniles consistently represent about 10% of gang arrests in the Antelope Valley. This information strongly suggests that adults are disproportionately responsible for initiating and committing more gang crimes (90%). Combining this information with inmate release data from the local prison and local parole data, the growing activity by adult gang members in the Antelope Valley is not a surprise. Because of this, apprehension efforts within the AV-GVS will need to be highly focused on adult gang members. Additionally, an emphasis will need to be placed upon securing and enhancing the law enforcement, prosecution and probation components within the expanded AV-GVS Program. This issue is addressed in our program plan.

### Delineating Gang-Related Crime (FY 2004)

Crimes committed by Antelope Valley's 175 gangs are delineated below. We have provided data from both Sheriff's station serving the target area (Data Source: CALGANG, 2004).

<b>CALGANG Overview</b>	<b>Palmdale Station</b>	<b>%</b>	<b>Lancaster Station</b>	<b>%</b>	<b>Entire Target Area</b>
Homicide	2	20%	8	80%	10
Felonious assault *	80	45%	98	55%	178
Misdemeanor assault *	22	25%	65	75%	87
Rape / Attempted Rape	7	70%	3	30%	10
Shooting Into Inhabited Dwelling	13	81%	3	19%	16
Robbery *	25	38%	41	62%	66
Kidnapping	4	44%	5	56%	9
Batter / Assault on Officer	7	39%	11	61%	18
Arson	1	100%	0	0%	1

Witness Intimidation	5	22%	18	78%	23
Narcotics Use	33	34%	63	66%	96
Narcotics Possession	134	33%	267	67%	401
Narcotics Sales	42	33%	85	67%	127
Total Narcotics Crime *	209	33%	415	67%	624
Weapons Violations *	165	43%	216	57%	381
Burglary *	30	30%	71	70%	101
Grand Theft Auto *	47	47%	52	53%	99
Receiving Stolen Property *	45	43%	60	57%	105
Other Felony Sex Crimes	3	100%	0	0%	3
Vandalism	40	36%	71	64%	111
Other Crimes	379	28%	951	72%	1,330
Total Non-Narcotics Incidents	536	36%	949	64%	1,485
Total Narcotics Incidents	140	35%	261	65%	401
Total Gang Incidents	676	36%	1,210	64%	1,886
Gang vs. Gang	3	21%	11	79%	14
Drive By	3	43%	4	57%	7
Total In-Custodies	609	31%	1,341	69%	1,950
Total Violent Felonies **	209	40%	309	60%	518

A significant percentage of gang arrests are associated with narcotics arrests (about 32% of gang crimes) in both primary communities. However, and more importantly, local probation data reveals that local gangs have had a more significant impact on the trafficking of narcotics to juveniles. Juveniles only represent about 10% of gang related arrests, while adults account for 90%. This continues to suggest that the strongest GVS apprehension efforts need to be focused upon adult gang members in the target area. Also, it is worth noting that about 27% of all in-custodies (gang arrests) are associated with a violent felony. There is clearly a persistent level of violence being presented by Antelope Valley gangs, and this further suggests prioritizing gang suppression, apprehension, and prosecution activities upon more violent offenders.

## **Snapshot of the Antelope Valley's Juvenile Cases**

There are over 500 youth on probation in the community. Interviews with local Probation staff indicate that large numbers of probation youth are placed into diversion programs by the Antelope Valley Juvenile Court. Locally, juveniles are arrested and processed for assault / battery (22%), burglary / theft / robbery (31%), drug-related crimes (16%), weapons (6%) and other categories (25%). At any one time, about 35% of all probation youth in the Antelope Valley are within one of the County's juvenile camps, approximately another 30% are Home on Probation, and approximately 15% are categorized in some type of community placement. The majority of Probation cases involve youth, who are affiliated with and/or active in a gang (over 70%). Additionally, of all probation cases, a review of juvenile referral data reveals that the District Attorney's Office successfully processes over 85% of juvenile cases with less than 5% of juvenile cases pending at any one time. This data strongly suggests that the local justice system is responding effectively to juvenile crime problems.

Due to its re-organization, juvenile information from the California Youth Authority (CYA) was not immediately available for this application. Using past data, we know that CYA youth present much higher risks and have committed more serious crimes than most probation youth. Over 75% are associated with a gang. Also worth noting, about 1 in 2 CYA youth have a diagnosed mental illness. The AV-GVS Program will work directly with the CYA (Parole) on these issues, once their re-organization is completed.

## **Information Sources Used for Problem Statement & Related Analysis**

A combination of quantitative and qualitative methods were used to collect and analyze presented data and information. Demographic information was compiled from United Way's State of the County Report (2004) and U.S. Census data (2000). Other data resources include

Law Enforcement / Crime data, CALGANG database, Operation Safe Streets Gang data, LARCIS, Antelope Valley UHSD school data, and Probation data. Representatives from the five-member, multi-component group have met and specifically agreed to the reconfiguration and expansion of the AV-GVS Program to the entire Antelope Valley. All collected data was aggregated and analyzed with assistance from a justice programs consultant with experience evaluating community programs.

## **B. Target Area & Population**

The Antelope Valley is located in northeast Los Angeles County, and separated from the Los Angeles basin by a large mountain range. Despite this significant regional boundary, Los Angeles gangs have found their way to the Antelope Valley. In response to this challenge, the Antelope Valley communities and many of their leaders are determined to mitigate the influence of gangs upon the local communities and residents – ensuring community safety and order. To further define the ongoing need for the newly focused and expanded AV-GVS project, we are providing a summary of social data, demographic statistics, and other relevant data. This information has been used by the LCC to define the expanded target area, and begin the process of designing strategies to successfully suppression gangs within the entire Antelope Valley.

### **Delineating General vs. Specific Target Areas**

The community area *generally targeted* for the proposed GVS Multi-component response is the Antelope Valley. Due to the transitions and mobility of gang members, the LCC members have focused and categorized project planning at two levels – general and specific. The table below provides quantitative information supporting this decision. This strategy will also assist us in focusing the program's resources, and increasing the multi-component team's responsiveness and effectiveness.

<b>Specific Target</b>	<b>Sq. Miles</b>	<b>Residents</b>	<b>Part I Crime</b>	<b>CA. Crime Index</b>
Lancaster	94.2	142,216	5,225	2,649
Palmdale	101.88	126,608	4,433	2,410
<b>SubTotal – Specific Target</b>	<b>195.90</b>	<b>268,824</b>	<b>9,658</b>	<b>N / A</b>
<b>Surrounding Areas</b>	<b>Sq. Miles</b>	<b>Residents</b>	<b>Part I Crimes</b>	<b>CA. Crime Index</b>
Unincorporated (north)	507	22,000	760	494
Unincorporated (south)	1,087.51	9,133	866	561
<b>SubTotal – Surrounding</b>	<b>1,594.51</b>	<b>31,133</b>	<b>1,626</b>	<b>N / A</b>
<b>General Target Area</b>	<b>1,790.59</b>	<b>300,157</b>	<b>11,284</b>	<b>426.55</b>

The Antelope Valley (the general target area) is a mix of rural and suburban communities (about 1,790 square miles). All four areas delineated in the table above compose the general target area. The *general target area* is composed of the following incorporated and county-unincorporated communities (zip codes are provided in parenthesis): Acton (93510), Agua Dulce (93510), Antelope Acres (93560), Lake Elizabeth (93552), Lake Hughes (93532), Lake Los Angeles (93591), Lancaster (93534, 93535, 93536), Leona Valley (93551), Little Rock (93543), Llano (93544), Neenach (93560), Palmdale (93550, 93551, 93552), Pearblossom (93553), and Quartz Hill (93536).

Due to the population, physical size, central location and higher numbers of Part I crimes, the cities of Lancaster and Palmdale will be the *specific target areas* for the AV-GVS Program. Lancaster and Palmdale represent only 11% of the general target area's space (in square miles), yet possess 89% of all Antelope Valley residents. The general target area's total population (the Antelope Valley) is approximately 300,157 persons. The specific target area population is 268,824 persons (Palmdale and Lancaster combined), and its size is about 195 square miles. While serving the entire Antelope Valley (the general target area), the majority of AV-GVS activities will be conducted in the specific target area (primarily composed of the suburban areas

of Palmdale and Lancaster). These measures will ensure that the target area is realistic, easily distinguished geographically, and addresses both the jurisdictional boundaries of the participating Palmdale and Lancaster Stations. This strategy also ensures that the highest risk areas will receive service on a priority basis, but that this strategy does not exclude other areas from receiving services, as resources permit.

### **Social & Demographic Information**

The Antelope Valley is a combination of rural and suburban areas. The cities of Palmdale and Lancaster, each located centrally in the Antelope Valley, are composed of primarily suburban neighborhoods. The county-unincorporated areas around these two cities are rural and composed of vast California desert. From 1990 to 2005, the Antelope Valley grew over 75%. From 2001 to 2003, the population stayed the same. In the last two years, the population has begun increasing again, due to the lower costs of local housing.

There are 93,658 **households**, and 71,772 **families** in the target area with over 254,000 members. The average family size is 3 persons. About 68% of the homes are owner occupied, and about 32% rent. The **ethnic make up** of the target area continues to evolve with the transitions and mobility of newer residents. Once predominantly white, the ethnic breakdown for the Antelope Valley is currently African American (13%), Asian / Pacific Islander (3%), Latino (30%), White (50%), and Other (4%). Less than 12% of families speak only a language other than English in their home, the majority of these **monolingual families** speak only Spanish. Over 23% of adults over age 25 have not completed high school.

**Age structure** data shows that over 33% of residents are minors (ages 0 to 17). This figure is about 22% above County averages – indicating an increasingly higher presence of children and youth in the target area. Youth, ages 10 to 17, specifically compose 16% of the



City's population (about 48,000 persons). This represents 1 in 6 people within the target area, and is 33% higher than county averages. Also, about 63% of children (ages 0 to 17) live in a two-parent family, 25% live with a **single parent**, and 13% live with grandparents or other relatives. Because of these factors, the AV-GVS will have a specific focus on establishing prevention and intervention activities with secondary students (especially high school).

Although the average household income is above County averages, over 20,300 of the community's 93,600 households earn less than \$20,000 per year. About 1 in 6 residents live below the **poverty level**, and the majority of these are children. Current studies for Los Angeles County indicate that a child is twice as likely to be living in poverty than other age groups. Directly related to **juvenile delinquency**, over 1,700 community children are under the care of the Dept. of Children & Family Services. Child placement and poverty clearly are factors related to juvenile delinquency within the community (see research by Cathy Spatz-Widom, NIJ, 1994).

### **Addressing RFP Considerations About Jurisdiction**

Since the Los Angeles County Sheriff's Department is the single law enforcement agency in the Antelope Valley, both the *general target area* and *specific target area* are within current agency jurisdictions. All municipal and county-unincorporated areas of the Antelope Valley can be served by the expanded AV-GVS Program. The delineation of boundaries between the Department's Lancaster Station area (north) and Palmdale Station area (south) is also clear and resolved. Directly related to this, the Operation Safe Streets (also referred to as OSS) gang units in the Lancaster and Palmdale stations currently share a GVS Sergeant / Supervisor. Because of this, the two stations already coordinate their activities within the targeted areas. Additionally, the general target area and specific target area also correspond with the service and jurisdictional boundaries of other partners (including the local high school district, District Attorney,

Probation, and community-based agency). Based on jurisdictional considerations and need, the project boundaries are reasonable, concise, and based upon current service structures within the Antelope Valley. The Operational Agreements with each partner directly support the AV-GVS Program expanding to the Antelope Valley service area. These measures and increased capacities (along with careful analysis and planning) will further ensure better resource and project coordination in the target area to address the magnitude of problems associated with gang activity and crime (Sources: County records, US Census data, LASD station data, 2005).

### **Addressing RFP's Target Area Criteria**

While some supporting details are expanded upon (more appropriately) in other sections of the application's Problem Statement, we present the table below as a summary for RFP questions related to the community, problems, target area size, and related factors. Sections on *organizational involvement* are responded to below.

- **Community.** The target area coincides with current criminal justice agency jurisdictions, school districts and service system boundaries. Project boundaries are based on need, and no jurisdictional boundaries are crossed. Each Operational Agreement (OA) ensures a multi-component commitment to the expanded service area, and appropriate levels of coordination among agencies.
- **Problem.** Since 2001, despite an expansion of the county's gang unit in the local community, there has been a 20% increase in gang membership and a 15% increase in the number of gangs in the Antelope Valley. This has created significant crime problems, especially by adult gang members. The growth in gangs is generally due to factors outside the control of the local community (e.g., increases in correctional facilities, more parolees in community, families of gangs moving to the community). Also, gang organizational

behaviors are different in the Antelope Valley and influenced by its geography. Refined strategies are needed to address these problems, and some resources need to be expanded through outside resources to the entire Antelope Valley.

- **Size.** To ensure that the response to gangs can be effective and focused, we have divided the Antelope Valley into *general* and *specific* target areas. Based upon current experiences and resources with the OSS gang unit, the size of the target area is within manageable boundaries. The local gang unit currently serves the target area (over 300,000 persons).

### **Local Organizational Capacity & Involvement**

The Antelope Valley Gang Violence Suppression Multi-Component Program has the support of local leaders and individual organizations (see attached support letters and Operational Agreements). The project will build upon current inter-agency strengths in the Lancaster and Palmdale communities. The new and expanded AV-GVS Program will immediately include these organizations: Lancaster Station and Palmdale Stations of the L. A. County Sheriff's Department (law enforcement), the L. A. County District Attorney's Office (prosecution), the L.A. County Probation Department (probation), the Antelope Valley Union High School District (education), and United Community Action Network (prevention). The involvement of these agencies will increase the probability of the program successfully serving the entire Antelope Valley. Operations will be enhanced by their demonstrated ability to work collaboratively. Each agency is committed to expanding gang violence suppression activities in the target site. Each is a member of the AV-GVS Local Coordinating Committee (LCC).

## **One Local Problem in Resource Allocation**

If there is a shortage in local multi-component program capacity, it is related to the shortage of resources for Hardcore Gang Prosecutors within the County. The LCC members have concurred on this issue. To further understand, the staffing of the L.A. County District Attorney's Office is down about 30% from normal operating levels (due to five years of budget cutbacks), and therefore, L. A. County's Hardcore Gang Division is only able to expand its prosecution staff through outside (grant-funded) resources. Clearly, the law mandates that the overflow of gang cases (both misdemeanor and felony cases) be locally prosecuted by the District Attorney. However, these "traditional" prosecutors not only have large caseloads (over 100 cases), but the average prosecutor also often lacks special training and experience in the vertical prosecution of gang members under the enhancements described in the STEP Act. Because of this challenge, we will readily address this issue within the program plan of the expanded AV-GVS Program by subcontracting for a full time, dedicated (100% time) Hardcore Gang Prosecutor from the Los Angeles District Attorney's Office (see attached budget).

## **Involvement of Local Coordinating Committee (LCC) in Planning**

The development of the application's problem statement has been supported by the decision-making processes of the proposed LCC members, and by an independent justice program consultant with expertise in the design and evaluation of community programs. Community research, crime data and social data have been presented to the participating LCC representatives by the consultant. This task initiated an LCC decision-making process to enhance the design of the AV-GVS Program, expand the target area, and prioritize particular component activities (e.g., law enforcement and prosecution) within the presented program's design. The data and information presented in this application qualitatively reinforces and

quantitatively supports the premises on which the LCC has based its decision to expand and enhance the OSS gang units current activities. The principal membership of the Local Coordinating Committee (LCC) supports the project's expansion from a past focus on Lancaster to a new project serving the entire Antelope Valley. This program change is documented in each Operational Agreement (OA). Representatives from each of the five components have formally met and agreed upon:

- Selection of the Los Angeles County Sheriff's Department as lead agency.
- Selection of the Lancaster Station as the implementing agency.
- Build upon current operating capacities within the Antelope Valley.
- Expanded the AV-GVS Program to the entire Antelope Valley.
- Ensure that a full time Prosecutor, Probation Officer, and several full time gang unit Deputies (and their Sergeant) can work directly within the expanded project.
- Use a larger portion of OES funding to secure a full time Hardcore Gang Prosecutor for the expanded program.
- Optimize state support for the presented education, prevention and probation components (e.g., each is funded at approximately \$65,000) to provide the needed resources for an emphasis on the apprehension and prosecution of adult gang members.

### **Added Municipal Involvement in & Support of Gang Suppression**

The City of Lancaster has not denied its gang problem. Instead, the City has devoted significant financial and other resources to alleviate gang activity and its impacts upon the community. As an original and active partner in local gang violence suppression efforts, the City believes that an expanded GVS Program is needed to continue to address local community problems associated with gangs and gang activity. Related to the project's expansion, the City funds a Gang Detail

within its contract with the Los Angeles County Sheriff's Department. The Lancaster gang unit consists of 3 additional gang deputies purchased over and above the standard "city contract".

City staff will participate in the LCC and OCC entities guiding the GVS Program. These measures show the commitment and capacity of the City of Lancaster to the new project.

### **Addressing Gang Composition**

Information on the composition of gangs, their activities, the number of gangs, the number of identified gang members, and a statistical breakdown of the number and type of arrests made on gang members is provided in earlier sections.

### **Current Impact & Coordination of Local Resources**

In the past, the Lancaster-based GVS Program has supported a local collaboration of community partners working together in comprehensively analyzing gang activity and developing more effective community-based responses to gang problems and related crime. Beginning in 1998, this project focused strictly upon the City of Lancaster. However, through this effort, representatives and agencies have learned to work together in a multi-component format. Past GVS programs have impacted gang activity successfully.

Related to this, the Lancaster and Palmdale stations focus patrol and detective resources on the apprehension of criminals, and locally plan and successfully coordinate policing efforts. Under the supervision of the Lancaster Station, the OSS Gang Unit serving the Antelope Valley determines specific gang crime trends, including: crime types, suspects, victims, modus operandi, vehicles, physical evidence, and weapons. As a result, the local gang unit (along with partners) can more effectively prepare cases for prosecution; pursue vertical prosecution and relevant enhancements; and exchange information about these activities in the Antelope Valley.

Gang suppression and apprehension efforts are coordinated with local OSS (Operation Safe

Streets) resources, which are supervised by a GVS Sergeant. Also, proposed AV-GVS partners (including Probation, DA, community agencies, and school sites) provide and coordinate their resources with the current OSS gang unit in the target area. Specifically, County Probation has assigned a dedicated Probation Officer for gang-related cases to both the Lancaster and Palmdale stations. The Antelope Valley Union High School District funds an aggressive School Liaison Deputy program (a partnership with the Lancaster station), which includes both a full time Crime Investigator and full time Gang Investigator. UCAN, a community-based organization provides counseling and alternative activities designed to keep community youth out of gangs. These and other local efforts have resulted in the successful suppression of gang activity, despite a significant increase in the number of gang members entering the Antelope Valley. This success is due in large part to the coordination and resources with the OSS gang unit, and the addition of several OSS Gang Deputies to the Antelope Valley over the last four years.

### **Need & Justification for GVS Program**

In summary, with the increasing migration of gang members (including parolees released from state prison) and their families into the Antelope Valley area, there is a significant need to expand and enhance current gang suppression, apprehension, and related activities in the Antelope Valley. This need and several related factors are documented and supported by both qualitative and quantitative information within the Problem Statement. For review, some of the local problems associated with an expanding gang membership include:

- *Local gangs fragmenting their membership between multiple Antelope Valley communities*
- *A 20% growth in gang membership in four years*
- *The transition and mobility of gang members between the L.A. basin and the Antelope Valley area, and*

- *A constant flow of new veteranos or senior gang members out of the local state prison who upon entering the local communities engage in aggressive recruitment processes of youth and young adults.*

Combined, these factors continue to overwhelm local gang suppression resources and obscure the effectiveness of some local gang suppression strategies. Clearly, an expansion and enhancement of GVS multi-component resources serving the entire Antelope Valley is needed. Also, some newer strategies (e.g., larger scale sweep teams) need to be applied to the problems associated with gangs in the Antelope Valley on a more consistent basis. By building upon (1) current OSS gang unit resources in the two participating LASD stations in Lancaster and Palmdale and (2) with the support of experienced and qualified partners implementing and guiding the four other components, a new and more successful Antelope Valley Gang Violence Suppression (GVS) Multi-Component Program can be quickly implemented, expanded, and demonstrated under OES funding. This new effort has the documented support of all required partners, and the organizational mechanisms (e.g., the LCC and OCC) needed to direct and supervise the proposed project. While this last section provides only a summary, readers will note that the LCC has demonstrated in this proposal its ability to plan and justify the expansion of the AV-GVS Program to the entire Antelope Valley.



## **AV-GVS Plan & Implementation**

The LASD is well qualified to lead this project, and has the ability (with the support of its partners) to implement the proposed AV-GVS Program plan with the expanded target area – the Antelope Valley. The program plan directly addresses key elements presented in our problem statement. The program plan is based upon the measurable and achievable program objectives and activities established throughout the grant application.

### **a. Group Project Design**

The AV-GVS Program will implement and sustain all five required components for a GVS multi-component program. We will maintain communication between the Lancaster Station and Palmdale Stations of the L. A. County Sheriff's Department (law enforcement), the L. A. County District Attorney's Office (prosecution), the L. A. County Probation Department (probation), the Antelope Valley Union High School District (education), and United Community Action Network (prevention). Because of these current relationships, we are able to begin the full operations of the AV-GVS Program within 30 days of notification. Communication within the AV-GVS Program will occur formally in scheduled weekly briefings, monthly OCC meetings, and quarterly LCC meetings. It will also occur informally through daily phone contacts among partners and other events / activities.

This collaboration (as a group) will implement the planned prevention, education, supervision, prosecution, intervention and suppression activities to counter the documented violent / criminal activities of Antelope Valley gangs. The AV-GVS is essentially a new effort and focus, but will build upon, expand and reconfigure successfully operated GVS resources in the target community to further ensure its success. A primary program feature of this new gang violence

suppression effort is its expansion to the entire Antelope Valley. Because of its past experience with GVS programs, the LASD has assigned the Lancaster Station to be the implementing agency for the new project.

### **Early Group Consensus & Decision-Making**

The development of the program application has been supported by the LCC. Using information presented in our Problem Statement, LCC representatives from each of the five components have formally met and agreed upon these elements in the AV-GVS Program's design:

- Selection of the Los Angeles County Sheriff's Department as lead agency.
- Selection of the Lancaster Station as the implementing agency for the new project.
- Building the new project upon current gang violence suppression resources within the Antelope Valley, including: program management, past LCC and past OCC members, and current OSS Gang Unit resources.
- Expanding the AV-GVS Program to the entire Antelope Valley.
- Ensuring that a full time Prosecutor, Probation Officer, and several full time gang unit Deputies (and their Sergeant) can work directly within the expanded project.
- Emphasize gang suppression and apprehension activities with the expanded program to ensure a reduction in gang violence and related crimes.

These initial program design features provided a unified purpose and group consensus for this grant application. The partnership presents these **common goals** for the AV-GVS Program's first year.

- Implement a successfully expanded AV-GVS Program.
- Reconfigure resources and implement new strategies to more appropriately suppress gang activity based specifically upon how gangs flourish within the Antelope Valley.

- Reduce levels of gang violence in the target community.
- Divert potentially dangerous gang members from the community.
- Ensure a plan for gang violence suppression (GVS) resources to remain within the target community, after OES funding ends.

### **Linkages Within The Inter-Agency Partnership**

Each agency is committed to achieving individual objectives proposed within the five components. In addition, all five partners are committed to maintaining the linkages that have become the basis for building both (1) a local collaboration among all the components, and (2) operations among individual partners. Based on current experience, the GVS Unit will initiate a majority of the contacts with partners. Several examples are provided below.

Coordination & Linkage with Prosecution. The GVS Gang Unit will work regularly with the Hardcore Gang Prosecutor toward deciding the proper course of action for each gang-related filing. Consideration will be given to STEP or other enhancements, where appropriate. Gang member sentencing will be more consistently enhanced, when justified. Furthermore, local law enforcement will work with the D.A. in determining proper action in cases indicating the need for witness protection. In turn, the assigned GVS Prosecutor will work closely with the Gang Investigators from the OSS Gang Unit assigned to the Antelope Valley. Gang Investigators will identify the most active gangs within the Antelope Valley, and provide the names of members within each problem gang. They will provide crime reports and certified court copies on the conviction of each gang member within these problem gangs and identify the crimes that were committed by these members to benefit the gang. This will identify the predicated acts needed to substantiate the 186.22 Penal Code to "STEP" these problem gangs. The GVS Prosecutor and GVS Gang Unit will also pursue use of Witness Protection resources, when needed and

appropriate. Documented and substantiated cases of witness intimidation will initiate a request to the District Attorney's Bureau of Investigation for witness relocation assistance. If appropriate to the individual case, the assigned Gang Investigator will complete witness relocation forms, oversee the signing of a court order by a Superior Court judge, obtain and distribute funds to the victim(s) and witness(es) for relocation, and collection of all receipts for the expenditure of such funds. These processes will ensure that witness protection measures are prioritized within the AV-GVS Program, as needed and appropriate.

Coordination & Linkage with Probation. The Probation component will establish intensive supervision of identified gang probationers residing within the target area. A Gang Specialist Probation Officer (DPO II) will be assigned to the GVS Gang Unit office. The day-to-day shared GVS office environment and direct communication between component representatives will enhance understanding between the agencies and intensify probationer supervision. The closer relationship between the OSS Unit and Probation will facilitate added Probation searches and more individual gang member contacts. It is expected that these processes will further assist Gang Investigators in increasing their clearance rates for gang related cases.

Coordination & Linkage with Education Partner. The GVS Gang Unit will confer regularly with the School Liaison Deputies on the high school campuses and with the Gang Investigator supporting the high schools. The OSS Unit will also interface with the education component's Administrative Interns. The School Gang Investigator currently maintains a desk within the OSS Gang Unit in the Lancaster Station. Weekly briefings will allow for the exchange of valuable gang activity information on school campuses. The OSS Unit will also assist the School Gang Deputy in providing gang education information to the schools. The GVS Unit may also conduct truancy and curfew sweeps of gang members identified by the school campuses (as requested).

For these efforts, the GVS Gang Unit will work directly with the AVUHSD's School Liaison Deputies and its Gang Investigator, and the Probation Department. The target(s) of these sweeps by the GVS Unit will be gang members and their associates. Violators will be given a citation and taken home (or taken to the station for booking, when appropriate), so that parental notification can be made and the situation explained to the parent(s) or guardian. The parents will also be informed about the counseling services offered by UCAN, and other community-based supports linked to the AV-GVS Program.

Coordination & Linkage with Community-Based Prevention Agency. The GVS Gang Unit will also confer weekly with U-CAN, our community-based prevention organization, in determining the best course of action for clients referred to the organization. U-CAN staff will work closely with all components, especially law enforcement, to improve community awareness and cooperation. U-CAN staff will be diligent in activities designed to mediate between groups or individuals for non-violent solutions to conflict. U-CAN will also prioritize individual and family counseling for referred gang members. U-CAN's Director will work closely with Probation, Los Angeles County Sheriff's Department and the schools to recruit identified gang members to the project.

### **Anticipating Outcomes & Impacts**

The LASD and its partners will cooperate with any formal evaluation activities planned by the OES. The program plan is based upon locally tested strategies that reduce gang crime, gang violence, and other gang activities within the target community. Given the 20% growth in gang members in the last 4 years, we would be hesitant to suggest that the presented AV-GVS Program would result in a reduction gang activity within a single year (e.g., note that this is an

impact measure). However, we do anticipate several benefits (for residents and the community) that will result from the successful implementation of the AV-GVS Program.

We present the following evaluation framework, outlining several individual outcomes and community impact measures, which are deemed highly relevant to the proposed program and its goals. The following outcome and impact variables have been outlined with assistance from an independent program evaluator familiar with both the target area and the GVS program. These outcome and impact indicators provide specific measures for documenting the project's success.

Measure	Definition / Scope	Issues / Possible Measures
<b>Outcome Measures</b>  (Shorter Term, Individual Effects)	<ul style="list-style-type: none"> <li>Assessing the short-term effects of an intervention on an identified, defined target population.</li> <li>Focus on individual and intermediate measures including pre- and post-testing, use of standardized questionnaires, etc.</li> </ul>	<b>Issues</b> <ul style="list-style-type: none"> <li>Validity of measures</li> <li>Ensuring standardized measures that are common to other GVS sites</li> </ul> <b>Possible Measures</b> <ul style="list-style-type: none"> <li>Increased rates of apprehension for the most violent gang offenses.</li> <li>Increased rates of prosecution for individual violent gang members.</li> <li>Perceptions of increased community safety by residents.</li> <li>Perceptions of increased school safety among students.</li> <li>Pre/Post testing of mentoring relationships.</li> <li>Pre/Post testing of the effects of individual counseling and family counseling.</li> </ul>
<b>Impact Measures</b>  (Longer Term, Community Effects)	<ul style="list-style-type: none"> <li>Examining the extent of broad, ultimate effects of the project as an intervention / prevention program.</li> <li>Focuses on measuring the impact of the GVS program on the entire target community.</li> </ul>	<b>Issues</b> <ul style="list-style-type: none"> <li>Requires significant expertise.</li> <li>Transition and mobility in the community make tracking community wide data difficult.</li> </ul> <b>Possible Measures</b> <ul style="list-style-type: none"> <li>Community wide reductions in violent, gang related crime</li> <li>Community wide reductions in gang activity</li> </ul>

		<p>(as measured by arrests and crime incidents).</p> <ul style="list-style-type: none"><li>▪ Reductions (district wide) in the recruitment of high school youth into gangs.</li><li>▪ Reductions in narcotics related offenses by gang members among the target community.</li></ul>
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The evaluation measures provided above are evidence of our ability (with some professional assistance) to conceptualize and articulate relevant evaluation indicators for the proposed AV-GVS Program. In planning for any future evaluation, it is also recognized there is a need to transition and move the program's assessment from a process evaluation (in year 1) to an outcome evaluation (often years 2 and 3), and eventually to an impact evaluation (years 3 and beyond). Therefore, we anticipate measuring a number of process measures within the first program year which are directly related to "all the objectives proposed for the project". This includes all activities and objectives proposed within the attached five components. Our new monthly reporting system (see next section) will capture and aggregate this information.

It is also observed that the current GVS / Multi-Component Program and its mandated activity framework are primarily based upon process measures. Therefore, we feel strongly that moving our project towards outcome and impact measures will be a priority in year two, but that we will also require a significant amount of professional assistance to facilitate an assessment of the outcomes and impacts of the expanded AV-GVS Program. Because of this, we proposed to seek additional local resources (non-OES) to independently evaluate the proposed AV-GVS Program. Any independent evaluator will be contracted for this work and will begin this assessment with the evaluation framework presented above. Any local evaluation activities will be coordinated with the program assessment activities planned by the OES.

## **Reporting & Monitoring Progress**

The LASD will subcontract with an independent program evaluator to provide assistance to the Lancaster Station with enhancing program reporting and internal data collection mechanisms used by the OCC and LCC to track and monitor the progress of the expanded AV-GVS Program.

Newer reporting mechanisms will also be used by the lead agency to more effectively manage the AV-GVS Program and its multiple components. These enhancements to the AV-GVS reporting system will be in place within 60 days of project start up, and will ensure that all participating agencies can work from a similar and compatible data collection system.

Reporting will be conducted monthly by all five components. Each partner's monthly reports will focus on the specific measurement of objectives established for their grant award agreement. Upon submission, data will be aggregated into a shareable spreadsheet, which can be easily converted into a database (if needed). Each monthly report submission will be directly reviewed by all partners in the following monthly OCC meeting. Peer review in a multi-component format will increase each partner's accountability for their program objectives and related activities. It may also improve group problem solving. Descriptive information (both formal and informal) related to reported data will highlight both individual and group program barriers and program successes. From this information, the Lancaster Station will be responsible for preparing and submitting all required reports to OES, including:

1. Progress reports that include data from all five components; and
2. Report of Expenditures and Request for Funds (OES Form 201) that include expenses incurred by all five components.

It is expected that the enhanced reporting system will increase the number of program variables available for program reporting, and therefore, generate more information about the operations of



the AV-GVS Program in the target area. Clearly, the enhanced reporting system will increase the frequency in which information is reviewed by program management and the OCC. As a result, each partner will realize more quickly what the overall presenting weaknesses and strengths of the AV-GVS effort are. From this information, program adjustments can be made to the overall program.

If a partner has not met their required obligations, the OCC members will initially review with the agency representative any apparent program barriers (real or perceived) associated with not meeting their objectives. In cases, where a program barrier is more appropriately addressed by the OCC (for example, an agency is not getting enough referrals from partners), a plan will be developed to address the program barrier as a group. If not, the agency representative will be accountable by the next reporting period to show more progress in meeting their objectives. If the project partner continues not meeting the objectives identified in the grant award agreement, formal remedies will be more quickly pursued by program management. This may include a formal meeting with or notification to their supervisor by the Station Captain or the direct involvement of the LCC membership. In extreme cases, when the agency partner has consistently fallen short of their commitments and does not remedy the problem sufficiently, then fiscal reimbursement may be withheld by the LASD.

## **b. Seed Money**

Our sustainability plan demonstrates a group commitment to continuing a multi-agency collaboration in the Antelope Valley to address gang violence, once the OES grant award period concludes. OES funding will be used as *seed money* to expand a GVS multi-component program to the entire Antelope Valley. Because the local agency partners also are committed to an expanded and enhanced GVS effort for the entire Antelope Valley, a plan for sustainability can

be more readily achieved, when OES funding ends. Within our three-year program plan, state funding will allow the local partners participating in the AV-GVS Program to build capacity over time. Our sustainability plan is based upon a multi-prong approach for local resource development and capacity building throughout the Antelope Valley. We begin by documenting added capacities and capabilities immediately built into the design of the AV-GVS Program (many of which will be provided beyond OES funding).

*First*, to initiate a leading commitment in the local use of state funding as seed money for the AV-GVS Program, the Lancaster and Palmdale Sheriff's Stations will provide their nine-member gang unit team (8 OSS Gang Deputies and an OSS Sergeant) immediately to the AV-GVS Program. This up-front contribution to the AV-GVS Program also includes the three full-time OSS Gang Deputies currently funded by the City of Lancaster. These three OSS Gang Deputies are purchased above and beyond its County-City contract. Because of these resources, within the law enforcement component, state OES funding will only be used to pay for Deputy overtime during planned gang sweeps and other special apprehension efforts (essentially expanding the GVS effort). Additionally, with the LASD strongly committed to suppressing gang activity in the higher risk areas of the County, it is anticipated that OSS gang unit staff positions will remain in the target community after OES funding ends. This is our first measure in assuring the GVS Program's sustainability in the Antelope Valley.

*Second*, several partners will coordinate resources with the expanded AV-GVS Program, which ensure capacity building immediately within the first year of operations. The Los Angeles County Probation Department will internally fund a portion (33%) of the assigned Gang Deputy Probation Officer position. This in-kind contribution builds immediate capacity within the AV-GVS Program, and ensures the OES resources needed for a full-time Hardcore Gang Prosecutor.

To expand resources addressing the needs of juveniles in the target area, the Probation Department will also coordinate its state JJCPA (Juvenile Crime Prevention) resources with the presented AV-GVS Program. Currently, U-CAN is subcontracted by the Probation Department to provide a JJCPA-funded Gang Intervention Program for Probation-referred youth in the Antelope Valley. These resources will be coordinated with the AV-GVS Program, as JJCPA referral guidelines permit. In addition, the City of Palmdale funds a Gang Deputy Probation Officer (full time) within the Palmdale Sheriff's Station. While not a direct contribution to the AV-GVS Program, the assigned Palmdale Gang DPO will coordinate their cases within the expanded program. As a result, the second Gang DPO is a part of the capacity building plan associated with the AV-GVS Program becoming self-sustaining in future years. Furthermore, the Antelope Valley Union School District will directly coordinate its current mentoring program (Project LINK) and the School Liaison Deputy Program (which includes 10 School Deputies, a Crime Investigator and a Gang Investigator) with the AV-GVS. These school-based resources will support GVS operations after OES funding ends. It is this immediate effort by our partners that shows their commitment for a future involvement in the expanded AV-GVS Program.

*Third*, the LASD and several of its partners have a history of success in fund solicitation, and continuing prevention, intervention and suppression programs after initial funding ends. The partnership, as a group, is committed to the proposed program's long-term viability in the Antelope Valley. We propose to seek continued funding for the AV-GVS Program through other (non-OES) resources. Several participating County departments have established grant coordinators within their fiscal offices, who are responsible for seeking discretionary funding sources for their Department. As federal, state, and local opportunities present themselves, these grant coordinators are committed to applying to other funders in support of the future

intervention, prevention, and suppression of gang activity in the Antelope Valley. Some of these funding streams include school-based Title IV funding, community policing, juvenile justice programs, vertical prosecution grants, and community-based foundations focused on preventing gang activity. Any secured resources on behalf of the Antelope Valley will be coordinated in future years with assigned OSS Gang Deputies.

*Fourth*, as the project's applicant, the LASD and its two participating stations are committed to continuing a multi-component strategy for addressing gang violence. The four primary partners are also committed to supporting this effort. As a result, the AV-GVS Program will create tested-strategies and lasting resources in the Antelope Valley. These resources will support suppression and apprehension activities in the future that directly impact community safety. We will also train teachers and mentors for years of continued service; incorporate gang suppression training into regular school staff training; and create more knowledgeable and involved community residents. Each of these resources will augment existing gang prevention programs, and will provide longer term benefits to any sustained GVS efforts and activities in the target community. It is the sum of these described efforts that will increase the project's chances of being self-sustaining and developing lasting supports.

## **Lead Agency Reporting Responsibilities**

*The purpose of the multi-component model is to develop a comprehensive and coordinated effort in the suppression of gang violence in the target area. Successful partnerships require regular meetings with all the components. In addition, the existence of specialized GVS units is essential for a successful multi-component group project. For each mandatory objective below, provide the information requested and include a narrative response, as specified.*

The Los Angeles County Sheriff's Department (hereafter LASD) serves residents and their communities throughout Los Angeles County. As an established leader in law enforcement within the State of California, the agency is well qualified to fiscally administer and lead the proposed AV-GVS Program. The LASD provides law enforcement services, countywide, in the nation's second most populated county. The County of Los Angeles covers an area of over 4,083 square miles and has a population of more than 11 million people. The Sheriff is the chief law enforcement officer of the County, and as such, is responsible for general law enforcement services in all unincorporated areas of the County, and in 40 of the 88 incorporated areas in the County. Over 8,000 sworn personnel and over 4,000 civilians are employed by the Department. Along with its law enforcement services, the Sheriff's Department also maintains the largest County jail system in the United States, with a daily average inmate population of over 21,900. Because of these and other experiences, the LASD has the demonstrated ability to successfully manage the proposed program and partner relationships. As a local unit of government, the LASD is a qualified and experienced applicant for OES funding. These documented capacities demonstrate the ability of the LASD to implement the expanded AV-GVS Program.

The Lancaster Station of the LASD will be the implementing agency for the AV-GVS Program. The Lancaster Station manages and houses the OSS Gang Deputies serving the Antelope Valley. As a past OES applicant, the Lancaster Station and its community partners have demonstrated their ability in the past to implement and manage GVS programs successfully. Because of their experience, the LASD has assigned the Lancaster Station to continue its operational responsibility for the new and expanded Antelope Valley GVS Program. In regards to program reporting, the Lancaster Station will be responsible for:

1. Maintaining and chairing the Local Coordinating Committee and Operational Coordinating Committee. This includes maintaining meeting minutes and sign-in sheets.
2. Preparing the Operational Agreement(s) for all participating agencies and the updates to those agreements, as needed during the grant award period.
3. Preparing and submitting all required reports to OES, including:
  - Progress reports that include data from all five components; and
  - Report of Expenditures and Request for Funds (OES Form 201) that include expenses incurred by all five components.

The fiscal operations of the project will be supported the central offices and headquarters of the LASD, while day-to-day responsibilities for the operation and management of the GVS Program will be the responsibility of OSS Gang Sergeant with support from Lancaster Station executives.

### **Program Objective 1: Multi-Agency Coordination**

We will maintain a cooperative working partnership and a multi-disciplinary approach to gang suppression. We acknowledge that this requires regularly scheduled meetings. We have organized a Local Coordinating Committee (LCC) as the central organizing body, and an

Operational Coordinating Committee (OCC) to monitor the day-to-day operations of the program. The LCC will meet quarterly and the OCC will meet monthly. This objective is measured by the following activities:

1a. Number of LCC meetings conducted \*. 4

1b. Number of OCC meetings conducted. 12

### **Commitment to LCC / OCC**

The AV-GVS will establish and maintain both an anti-gang Local Coordinating Committee (LCC) and an Operational Coordinating Committee (OCC). These entities will be comprised of, at a minimum, representatives of all five-program components. The LASD and its partners recognize the LCC and OCC as essential elements in a GVS multi-component program. Because the project will build upon existing local resources, the LCC is currently operational and is ready to initiate the AV-GVS's operations upon project start up (with 30 days of notification). The LCC members have participated in the design of the AV-GVS Program, and made key decisions related to expansion of a new GVS program to the entire Antelope Valley. These planning activities demonstrate the LCC's readiness to implement the expanded project.

### **Local Coordinating Committee (LCC)**

The Los Angeles County Sheriff's Department will be the AV-GVS Program's lead agency, while the Lancaster Station will be assigned as the implementing agency for the AV-GVS Program, while under OES funding. As the chief executive of the Lancaster Station, Captain Carl Deeley will chair the Local Coordinating Committee (LCC). In his absence, the LCC will be chaired by Lieutenant Fredericks, who has several years of experience with GVS programming in the target community. The executive representatives of the five participating agencies on the LCC include:

- Lancaster Sheriff's Station, LASD: Captain Carl Deeley (Chair \*)
- Los Angeles County District Attorney, Hard Core Gang Unit: Assistant Head Deputy Lisa Fournier
- Los Angeles County Probation, Specialized Gang Unit: Supervising Deputy Probation Officer Jeri Davis (Antelope Valley Regional Office)
- U-CAN: Dr. Billy A. Pricer, Director
- Antelope Valley Union High School District: Dr. David Vierra, Superintendent

The LCC will meet quarterly and may elect to hold their meetings in conjunction with the OCC meetings. The primary purposes of the LCC meeting will be to:

1. Identify the local gang problem and establish goals and objectives;
2. Define the roles and responsibilities of each of the five components;
3. Engage in information sharing and develop anti-gang strategies that involve all of the components in a coordinated effort; and
4. Discuss the progress of the GVS project, including accomplishments, program barriers, and major setbacks in the achievement of the AV-GVS Program's goals and objectives.

The LCC will be the ultimate authority in regards to the policies, focus and direction of the Antelope Valley Gang Violence Suppression (GVS) Program. A multi-disciplinary approach for the suppression of gang violence will be promoted and used by the LCC. The LCC will also determine the distribution of funding amounts for each component. Finally, the LCC may add representatives from local municipalities, parole, other public agencies, and/or individual community leaders from the Antelope Valley as the new AV-GVS Program develops.



## **Operational Coordinating Committee (OCC)**

All five GVS components will be represented on the OCC, and are committed to attending each monthly meeting. The OCC will manage the day-to-day operations of the GVS project and will be structured to serve as a liaison to the LCC. The OCC will monthly review reported service data from each component, so that objectives can be tracked for progress. A peer review process will be used in examining data, and will ensure each partner's accountability for their objectives and a multi-component focus for the project's operations.

The OCC will be responsible for making adjustments to program activities. The OCC may also provide policy recommendations to the LCC based on the current operations of the project.

During the OCC meetings, community needs assessment data, local crime statistics, gang data, social and demographic information, probation and parole data, CALGANG, and other resources will be explored collaboratively. The OCC will be initially composed of:

- Lancaster Sheriff's Station, LASD: Lieutenant Steven Fredericks (Chair \*)
- Operation Safe Streets, LASD: Sergeant Derek Yoshino
- Los Angeles County District Attorney, Hard Core Gang Unit: Deputy District Attorney  
Benny Osorio
- Los Angeles County Probation, Specialized Gang Unit: Deputy Probation Officer Milton  
"Robbie" Robinson
- Antelope Valley Union High School District: Barbara Willibrand, Asst. Superintendent
- Antelope Valley Union High School District: Administrative Intern (tba)
- Antelope Valley Union High School District: Administrative Intern (tba)
- U-CAN: Billy A. Pricer, Director
- City of Lancaster: Assistant City Manager, Bert Perry

The OCC will meet monthly to:

1. Identify the local gang problem in the Antelope Valley and the factors in the target area that contribute to gang activity;
2. Identify resources that can be used to meet the goals of the GVS grant;
3. Develop and apply anti-gang strategies that involve all of the components in a coordinated effort;
4. Share information and report the progress and accomplishments on goals and objectives; and
5. Submit recommendations to the LCC for quarterly review.

An Operational Agreement is provided for each agency partner in the attached appendix.

Specific commitments to the LCC and OCC have made by agency representatives of the five primary components, and outline the manner in which each agency in the group will support the overall effort. Additionally, letters of support from several local representatives and supportive community partners are provided in the attached appendix section.

## **Program Objective 2: Establish a GVS Unit**

These agencies will have highly qualified and trained personnel assigned to their GVS units.

This objective is measured by the following activities:

2a. Number of personnel assigned to the GVS unit for the components listed below:

Law Enforcement   9  

Prosecution   1  

Probation   1  

*Narrative:* Describe the structure and operation of each of these GVS units.

## **OSS Gang Unit / Law Enforcement**

The expanded Antelope Valley GVS Program will strongly emphasize the apprehension, arrest and prosecution of violent gang members. To achieve this aim, the AV-GVS Program will have several full time staff dedicated solely to the activities of the AV-GVS Program and its enhanced gang apprehension effort. This includes a full time GVS Sergeant, eight full time OSS Gang Deputies, a vertical Hardcore Gang Prosecutor (100% time), and a full time Deputy Probation Officer (all 100% dedicated to the new project). The GVS Sergeant, five OSS Gang Deputies, and a Deputy Probation Officer will be housed in the same Lancaster office. Three Gang Deputies will be housed in Palmdale, and the vertical Hardcore Gang Prosecutor will be housed in the Antelope Valley courthouse (about 2 miles from the main Lancaster office). These eleven members will work very closely as team, and will represent the core operations of the AV-GVS Program's suppression and apprehension effort. The operations of this GVS team are also detailed in the law enforcement, prosecution and probation components included in this proposal. All law enforcement staff participating in the AV-GVS Program will be overseen by the current GVS Sergeant / Supervisor, Sergeant Derek Yoshino. He and other gang unit staff are a part of the LASD's Operations Safe Streets (OSS) Bureau, which is dedicated to the suppression of gang activity throughout the County of Los Angeles. The Sergeant currently supervises the Operation Safe Streets (OSS) staff at the Lancaster and Palmdale Stations, which include the eight OSS Gang Deputies between the two stations. With the OSS gang unit taking a lead role in the AV-GVS Program's apprehension activities, Sergeant Yoshino will function as Coordinator for the expanded Antelope Valley GVS Program.

Our plan for the law enforcement component includes supplementing the current suppression and apprehension activities of the OSS gang unit with planned gang sweeps (community wide).

With support from other County enforcement teams, these gang sweeps will include 40 to 60 sworn personnel per event. Results from current gang sweeps suggest that many of the problems associated with suppressing gang activity can be readily addressed and often ameliorated.

Additionally, because the OSS Unit is housed in the Lancaster Station, coordination between the various station groups of Patrol, Directed Patrol, Community-Oriented Policing, Detectives, and other sworn personnel will improve the formation of a seamless, integrated attack upon the Antelope Valley's gang problems. The Antelope Valley will be better served.

### **Vertical Prosecutor**

The prosecution component will be enhanced by the addition of a full-time Deputy District Attorney, trained in gang characteristics and the specific prosecution of gang-related cases. The primary focus of this position will be the aggressive, vertical prosecution of the most violent gang members. A secondary focus will be the aggressive prosecution and sentencing of gang leaders, especially adults. The assignment of a single Hardcore Gang Deputy District Attorney for vertical prosecution will enhance communication between law enforcement, Probation and the District Attorney. These suppression team members will confer regularly to share case status within the gang, treat assessment to victims and community, level of violence involved in the crime, type of weapons used in this crime, known weapons still held by gang members from the gang that were no recovered, flight risk, etc. The implementation of vertical prosecution will also improve information for court presentation and enhance the criminal justice decision-making process. It will be the overall objective of the assigned Prosecutor to limit plea bargains on all gang-related cases and gang-related crimes, to seek maximum sentences, and vigorously oppose pre-trial release in gang cases.

The District Attorney and Gang Investigators will evaluate cases together, and the District

Attorney will suggest further investigation by the Gang Investigator in any case that cannot presently be filed. The District attorney will continue to work with the Gang Investigator in ensuring all witness and victims appear in court for the cases. Vertical prosecution will enable the District attorney to take gang-related cases through the court system as expediently as possible. Expedited handling and personal attention to each case will help to keep the victims and witnesses more actively involved and easier to locate throughout the court process.

All gang members involved in any type of violent crime involving any type of weapons shall be charged appropriately by the Prosecutor. All Penal Code laws and enhancements applicable to the gang case shall be prosecuted. During the sentencing phase of all gang members, the project prosecutor will provide any information necessary to the court in determining an adequate non-lenient sentence. The Prosecutor will handle only gang cases generated by the AV-GVS Program. He or she will not be subject to the normal collateral duties of a District Attorney and will not be part of the normal rotation often required of the Deputy District Attorney.

### **Probation**

The SGSP DPO will be housed within the Lancaster Station along with the supervising GVS Sergeant and OSS gang unit deputies. Because of the shared office, there will be immediate coordination between the law enforcement component and probation component of the AV-GVS Program. The staffing of the Probation Component will consist of one funded Specialized Gang Supervision Program (SGSP) Deputy Probation Officer (DPO II) who will report to the Probation Director stationed in the Antelope Valley area. In addition to having frequent contact with representatives of the other components of the AV-GVS Program, the SGSP DPO will maintain daily contact with each station's gang unit, street patrol officers, Operation Safe Street (OSS), GET (Gang Enforcement Team), and Sheriff school deputies. The DPO II will also

coordinate his activities regularly with the assigned vertical Hardcore Gang Prosecutor, school-based DPO's in the Antelope Valley, a second SGSP DPO at the Palmdale station, AVUHSD staff from the high schools, and UCAN counseling staff.

The operation of the GVS unit will consist of the DPO's daily interaction with law enforcement in an ongoing effort to reduce gang violence in the targeted area. Because the Antelope Valley is a large rural area, the assigned SGSP DPO's primary supervision will be hard-core adult gang probationers in the Lancaster community. The assigned SGSP DPO will provide probation services such as intensive supervision, and identify adults who are on probation in the project's target area. SGSP DPO will verify their status in regards to the level of their gang activity. Any violations will be coordinated with appropriate Probation staff and dealt with swiftly and in coordination with other GVS components. In addition, the SGSP DPO will ride along with the Sheriff during evening sweeps of the targeted area and help detain probationers who are causing problems or have violated their probation. SGSP DPO will also assist law enforcement with search warrants, help bring probationers to court, and testify when necessary.

With support from these combined resources, the AV-GVS Program will demonstrate an increase in the suppression and apprehension of gang members in the target community.

## **Law Enforcement Component**

The Law Enforcement component will be managed by the Los Angeles County Sheriff's Department. The Department will designate the Lancaster Station as the implementing agency for the AV-GVS Program. Lieutenant Steven Fredericks of the Lancaster Station will oversee the project for the Los Angeles County Sheriff's Department. Lt. Fredericks has led and managed successful gang violence suppression efforts in the past. Under the new AV-GVS Program's reconfiguration and its expansion to the entire Antelope Valley, the Lancaster Station (as implementing agency) will more closely coordinate the expanded project with the Palmdale Station, which also serve the Antelope Valley. Combined, the Lancaster and Palmdale Stations are responsible for all law enforcement activities within the Antelope Valley.

The law enforcement component is structured to focus on developing and improving the resources associated with specialized gang units to further assist with the identification, investigation, and apprehension of gang violence perpetrators. Within the Antelope Valley, both the Lancaster and Palmdale stations currently house specialized gang units, and these units are supervised by a GVS Sergeant (Sergeant Derek Yoshino), as one gang unit. Within the proposed Antelope Valley Gang Violence Suppression (AV-GVS) Multi-Component Program, these two gang units will coordinate with other funded components addressing the problem of gang violence by sharing intelligence, information, and strategies. A narrative response is provided below for each mandatory objective within the law enforcement component.

### **Program Objective 1: Apprehension and Crime Analysis**

*As a result of the specialized GVS unit, the agency must be able to increase the number of individuals identified as gang members and the number arrested for violent, gang-related*

*crimes. The CALGANG system is an effective tool for tracking information on gangs, gang members, and identifying suspects in gang-related crimes.*

This objective is measured by the following activities:

- 1a. Number of gang members apprehended. 700
- 1b. Number of individuals validated as gang members in the target area. 5,000
- 1c. Number of new gangs identified as active in the area. 10
- 1d. Number of crimes reported as gang-related. 1,330
- 1e. Number of gang-related crimes investigated in the target area by the GVS unit. 470
- 1f. Are you a current CALGANG end user? Yes X No

### **Narrative (Objective 1)**

*Describe how the GVS unit will increase the apprehension of gang members. Describe what types of crimes gangs are committing. Describe how the GVS Unit and Crime Analysis Unit will work together to gather, analyze, and distribute gang-related information.*

The expanded Antelope Valley GVS Program will strongly emphasize the apprehension, arrest and prosecution of violent gang members. To accomplish this primary goal for the project, the expanded AV-GVS Program will have several full time staff dedicated solely to the activities of the AV-GVS Program and its gang apprehension effort. This includes a GVS Sergeant, eight OSS gang deputies, a vertical Hardcore Gang Prosecutor, and a Deputy Probation Officer (each 100% dedicated to the new and expanded project). The GVS Sergeant, five gang deputies, and a Deputy Probation Officer will be housed in the same Lancaster office. Three gang deputies will be housed in Palmdale, and the vertical Hardcore Gang Prosecutor will be housed in the Antelope Valley courthouse (about 2 miles from the main Lancaster office). With support from



these combined resources, the law enforcement component will demonstrate an increase in the apprehension of gang members in the target community. The effectiveness and success of this effort will be supported by several enhanced resources and locally tested strategies, which are detailed in the narrative section below.

### Identifying Gang Crime by Type

There are 175 active gangs within the Antelope Valley (approximately 112 gangs in Lancaster Station's jurisdiction and 63 gangs in Palmdale's). When compared with gangs in the urban areas of the L.A. basin, the gangs in the Antelope Valley tend to be smaller (5 to 20 members), more distributed, and duplicated (e.g., same gang in multiple desert communities). Crimes committed by Antelope gangs in 2004 are delineated below. This summary of gang crime in the expanded target area is from CALGANG, 2004.

<b>CALGANG Overview</b>	<b>Palmdale Station</b>	<b>%</b>	<b>Lancaster Station</b>	<b>%</b>	<b>Entire Target Area</b>
Homicide	2	20%	8	80%	10
Felonious assault *	80	45%	98	55%	178
Misdemeanor assault *	22	25%	65	75%	87
Rape / Attempted Rape	7	70%	3	30%	10
Shooting Into Inhabited Dwelling	13	81%	3	19%	16
Robbery *	25	38%	41	62%	66
Kidnapping	4	44%	5	56%	9
Batter / Assault on Officer	7	39%	11	61%	18
Arson	1	100%	0	0%	1
Witness Intimidation	5	22%	18	78%	23
Narcotics Use	33	34%	63	66%	96
Narcotics Possession	134	33%	267	67%	401
Narcotics Sales	42	33%	85	67%	127
Total Narcotics Crime *	209	33%	415	67%	624
Weapons Violations *	165	43%	216	57%	381
Burglary *	30	30%	71	70%	101
Grand Theft Auto *	47	47%	52	53%	99
Receiving Stolen Property *	45	43%	60	57%	105

*Antelope Valley GVS Program (Law Enforcement Component)*

Other Felony Sex Crimes	3	100%	0	0%	3
Vandalism	40	36%	71	64%	111
Other Crimes	379	28%	951	72%	1,330
Total Non-Narcotics Incidents	536	36%	949	64%	1,485
Total Narcotics Incidents	140	35%	261	65%	401
Total Gang Incidents	676	36%	1,210	64%	1,886
Gang vs. Gang	3	21%	11	79%	14
Drive By	3	43%	4	57%	7
Total In-Custodies	609	31%	1,341	69%	1,950
Total Violent Felonies **	209	40%	309	60%	518

Presented data suggests that assaults, narcotics, weapons violations, and various forms of burglary (\*) are the leading crimes for local gangs. Additionally, it is worth noting that about 27% of all in-custodies (gang arrests) are associated with a violent felony (\*\*). There is clearly a persistent level of violence being presented by Antelope Valley gangs. This information also suggests prioritizing gang suppression activities in the expanded AV-GVS Program.

**Staffing, Supervision & Coordination**

All law enforcement staff participating in grant-related activities will be overseen by the current GVS Sergeant / Supervisor, Sergeant Derek Yoshino. He and other gang unit staff are a part of the LASD's Operations Safe Streets (OSS) Bureau, which is dedicated to the suppression of gang activity throughout the County of Los Angeles. The Sergeant currently supervises the Operation Safe Streets (OSS) staff at the Lancaster and Palmdale Stations, which include eight OSS Gang Deputies between the two stations. With the OSS gang unit taking a lead role in the AV-GVS Program's apprehension activities, Sergeant Yoshino will function as Coordinator for the expanded Antelope Valley GVS Program. Sergeant Yoshino's position (along with the eight OSS gang deputies) will be 100% dedicated to the local gang suppression effort.

The activities of this nine-member GVS team (which will be the law enforcement component of the new project) will be highly coordinated with the other four primary components

in the AV-GVS Program. The expanded program (including the full time prosecutor, full time probation officer, education component, and prevention component) will not only directly support the gang unit's current suppression / apprehension efforts (100%), but will also enhance and expand them. The new project will have a more structured focus on gang suppression and apprehension activities. As a result, the new AV-GVS Program will have the capacity to serve the entire Antelope Valley. The Sergeant will assist station executive staff in the management of the AV-GVS Program for the LASD, and these activities will be coordinated directly with the Palmdale Station. He will conduct briefings, attend OCC meetings, and confer at least weekly with field and/or management representatives from each of the two participating LASD stations. Sergeant Yoshino will be supervised by Lt. Steve Fredericks.

#### **Gang Sweeps (Enhancing Apprehension Activities)**

Our plan includes supplementing the current suppression and apprehension activities of the OSS gang unit with planned gang sweeps (community wide). This locally tested strategy has been proven effective within the target area. Results from current sweeps suggest that many of the problems associated with suppressing gang activity (see problem statement) are readily addressed and often ameliorated. This includes addressing the broad distribution of a gang's membership across several cities, the partnering of two or more gangs in criminal and intimidation efforts, and ensuring apprehension of the most serious gang offenders.

To counter these factors, the staffing plan (e.g., funding gang unit overtime) will ensure that trained and experienced OSS gang deputies who work in the target area are available for the project's planned "gang sweeps" and other gang member apprehension activities. These gang sweeps will be above and beyond the activities of the nine-member OSS gang unit already

committed to the AV-GVS Program. Within the budget, we have planned for approximately 12 full day gang sweeps to be added to the GVS Program per year (about 1 per month).

To ensure adequate sworn personnel for these unannounced apprehension events, the gang sweeps will include personnel from the gang units, station investigators, patrol deputies, and other sworn personnel. The one-day gang suppression / apprehension events will be coordinated with and augmented by other County gang suppression and apprehension resources, which includes a 25-member "roving" County-wide sweep team. Also, State Parole (which has three offices in the Antelope Valley) will participate in gang sweeps to ensure that appropriate strategies are applied to the large population of gang members now on parole. Parole staff have the ability to immediately "violate" and send back to prison any parolee not maintaining their "conditions". This tool and resource has proven useful in suppressing the gang activities of many senior gang members. As a result, the gang sweep and apprehension teams will regularly be composed of as many as 60 sworn personnel on a single day. Because of this large and multi-disciplined group, while the GVS Sergeant may coordinate and schedule the gang sweep events, a station Lieutenant will supervise each sweep. This additional staff supervisor will also be necessary, as personnel resources from outside the Antelope Valley will be coordinated with the activities of the local OSS gang unit staff. These large gang member sweeps, when supported by a number of coordinated resources, have proven effective in suppressing gang activity in the broad, desert geography of the Antelope Valley.

To increase their effectiveness, the gang sweeps will include the application of Probation/Parole searches for those gang members not in compliance with their probation conditions or parole. Also, Multi-Location Search Warrants, which have proven valuable in addressing the distribution of a single gang across several communities, will be used regularly.

As a result, the AV-GVS Program will maintain a high number of gang arrests. Also, the presence of a full-time GVS Supervisor will relieve line personnel of most of the administrative duties, they otherwise must handle. This factor will allow them more time to devote to solving gang cases, apprehending gang criminals, and building stronger cases. Because of these key elements, current results have also shown that conviction rates will remain high, as will the percentage of cases cleared.

### **Crime Analysis**

Both the Lancaster and Palmdale stations are committed to maintaining crime analysis capabilities focused gang-related activities in the target community. The current gang unit receives direct support from two Crime Analysts, two Input Clerks, and over \$80,000 in Station computer equipment. One of the Crime Analysts is assigned solely to the analysis of gang crime and activity. He/she will have access to all the Department's database materials, including CALGANG and other National, State, and local programs. He/she will receive F.I.R., arrest, reported crimes, stolen property, and CAL Gangs system information. The services of the Gang Crime Analyst will enhance the AV-GVS effort by giving Gang Investigators timely, accurate, and appropriate crime information. In addition, the GVS Sergeant will meet at least weekly with the assigned Hardcore Gang Prosecutor. He will discuss potential and completed case dispositions. The individual GVS Investigators will be required to submit information as to case disposition on their case monthly tracking report. Investigators will maintain consistent communication with the assigned Prosecutor to accomplish this mandatory responsibility. The issue of case disposition and crime analysis assistance will be at OCC and LCC meetings.

### **Coordinating Apprehension Activities**

Current experience shows that the shared offices of the Gang Probation Officer and Supervising Sergeant and gang unit is a significant enhancement to the improvement of interagency communications and case coordination. The added information derived from the intensive communication and coordination with the other AV-GVS components will also be of immense value to Gang Investigators. The Law Enforcement component and Prosecution component will work closely together on all gang-related cases. The assignment of a dedicated (100% time) Hard Core Gang Prosecutor will ensure enhanced communication and cooperation between the Sheriff's Stations and the District Attorney's Office on investigation and prosecution of criminal gang cases. The progress of gang suppression and apprehension activities will be regularly evaluated at each LCC and OCC meeting.

#### **Addressing Witness Intimidation**

Witnesses are sometimes intimidated by gang members with threats of violence, if they notify law enforcement of criminal activity or testify in court against a gang member. These threats range from death threats to threats of vandalism. Witnesses are protected in a variety of ways, ranging from extra patrol to witness relocation depending on the severity and credibility of the threats. Each credible threat to a witness will be referred to the Los Angeles County District Attorney's Victim- Witness Assistance Program (which is housed in the Antelope Valley courthouse centrally located in the target community about 2 miles from the current gang unit office). Also, feedback from the District Attorney's Office on threatened witnesses will be maintained on a regular (weekly) basis.

#### **On-Campus Suppression & Support**

In coordination with the Education Component, the expanded GVS gang unit will conduct truancy and curfew sweeps of gang members identified by the school campuses (as requested).

For these efforts, the GVS Gang Unit will also work with the AVUHSD's School Liaison Deputies and its Gang Investigator, and the Probation Department. The target(s) of these sweeps by the GVS Gang Unit will be gang members and their associates. Violators will be given a citation and taken home (or taken to the station for booking, when appropriate), so that parental notification can be made and the situation explained to the parent(s) or guardian. The parents will also be informed about the counseling services offered by UCAN, and other community-based supports linked to the AV-GVS Program. Finally, when school crime or violence erupts on a school campus, the GVS Gang Unit provides back-up support for the School Liaison Deputy Program. Related suppression activities (called "Safe Passage") include patrolling parks and other community areas surrounding the school, before and after school hours. The goal of Safe Passage is to suppress any crime, before it happens, as students travel to and from school.

## **Program Objective 2: Street Terrorism Enforcement and Prevention (STEP)**

### **Act Coordination**

To assist the District Attorney in the prosecution of individuals identified as members of a criminal street gang and to ensure that they are pursued to the full extent of the law, the law enforcement component will prepare specified documentation pursuant to P.C. § 186.22. The OSS gang unit deputies (assigned to both the Lancaster and Palmdale stations) will use compiled gang information to generate a supplemental report validating that the individual is a member of a criminal street gang. This report will be attached to any documents submitted to the District Attorney when seeking a complaint or indictment. This supplemental report shall contain, at a minimum:

- A summary of those predicate offenses establishing the pattern of criminal gang activity as defined in P.C. § 186.22. The report will identify the criminal street gang and provide a summary of predicate offenses in support of the criminal street gang to which the charged individual was associated;
- An overview of the subject criminal street gang itself; and
- A summary of the facts of the case, including the agency case number; name of each defendant convicted and the charges under which he/she was convicted; the names of associates convicted along with expert opinion that the convicted defendant is a member of the subject criminal street gang; and expert opinion that the predicate offense is “gang related”.

This objective will be measured by the following activities:

2a. Number of gang-related cases referred for prosecution. 480

2b. Number of apprehended gang members prosecuted. 310

2c. Number of apprehended gang members adjudicated. 48

Reader's Note: Of the gang-related cases referred for prosecution, currently about 65% of apprehended gang members are prosecuted and 10% are adjudicated. The figures above are based on these percentages, and therefore, based upon current experience.

## **Narrative (Objective 2)**

*Submit a description of a recent case by which the STEP Act applied and was utilized. The description should reflect a profile of the type of cases to be targeted in the future.*

### **Local STEP Act Example**



A local example of the application and use of the STEP Act is a case in which three “Pacoima Crazy Boys” gang members shot at a victim after an argument at school. One of the gang members challenged the victim to a fist fight. Once the fist fight started to go against the gang members, his associates produced a handgun and attempted to shoot the victim. By using the STEP Act, the shooter received 15 years, one suspect received eight years, and the other suspect received six months with five years probation. This is also an example of inter-agency cooperation available under the STEP Act between the components, and the increased effectiveness of local gang apprehension activities.

#### **Further Applying The STEP Act**

The project’s assigned Hardcore Gang Prosecutor (a specially trained grade III Deputy District Attorney) will work with all OSS Gang Investigators from the target area. The OSS Gang Investigators will identify the most active gangs within the Antelope Valley, and will additionally provide the names of members within each problem gang. Gang Investigators will submit crime reports and certified court copies on the conviction of each gang member within these problem gangs, and identify the crimes that were committed by these members to benefit the gang. This will identify the predicated acts needed to substantiate the 186.22 Penal Code (see below) and to apply the STEP ACT to illegal activities of these problem gangs. Progress for STEP petitions will be evaluated at each OCC and LCC meeting.

#### **Coordinating Case Overflow With Traditional Prosecution Resources**

The District Attorney (LADA) is responsible for prosecuting all felonies and misdemeanors in the target area. Due to the large volume of gang-related cases referred for prosecution by the OSS gang unit in the Antelope Valley, the District Attorney must prosecute some gang-related cases through traditional, bureau Prosecutors within the LADA’s Offices. While readers can

assume this point, it is important to note here as a sign of the strength in coordination between the law enforcement and prosecution components. To further understand, due to the large flow of gang cases within the Antelope Valley (currently projected by the AV-GVS gang unit at 480 per year) and the number of projected cases for the AV-GVS Hardcore Gang Prosecutor (approximately 25 per year), an overflow of less serious gang cases will be handled by other Prosecutors, who are assigned to the traditional operations of the Antelope Valley courthouse. While these Prosecutors are not assigned to the Hardcore Gang Division, the OSS gang units have established relationships with these Prosecutors and their managers at the courthouse, and currently coordinate the overflow of gang cases with them. These traditional prosecution resources will not supplant and will not disrupt the activities of the assigned Hardcore Gang Prosecutor (including his/her application of the STEP Act). However, this information is provided as further evidence that the local partnership between County prosecution and local law enforcement is committed to and can support the high level of operations for the enhanced and expanded AV-GVS Program.

## **PROCEDURAL CRITERIA FOR VALIDATION OF GANG-INVOLVED INDIVIDUALS**

### **Pursuant to Penal Code §186.22**

**The following criteria are currently used by GVS Deputy Sheriffs, Prosecutor and Deputy Probation Officer to validate an individual as "gang-involved" for the purpose of filing charges under Penal Code Section 186.22.**

- 1) The individual has admitted to being a gang member or associate; or
- 2) A combination of two or more of the following criteria must be established:

- a) The individual has been arrested with known gang members for offenses known to be consistent with gang activity;
- b) The individual has been identified as a gang member or gang associate by a reliable informant or source;
- c) The individual has been identified as a gang member or associate by an untested informant and this information is corroborated by independent information;
- d) The individual has been seen affiliated with documented gang members;
- e) The individual has been seen displaying gang symbols and/or hand signs;
- f) The individual has been seen frequenting gang areas;
- g) The individual has been seen wearing gang attire; and/or
- h) The individual is known to have gang tattoos.

## **PROSECUTION COMPONENT**

### **Mandatory Objectives**

This component focuses on the vertical prosecution of violent gang offenders by specialized prosecutors while protecting cooperating witnesses from intimidation or retribution by gang members or associates. Vertical prosecution is a method by which a specialized prosecutor or team of prosecutors will personally conduct prosecution from arraignment or sentencing.

The authorizing legislation, P.C. § 13826.2, specifies the four characteristics each GVS prosecution component must contain:

- Vertical prosecution, whereby the prosecutor who makes the initial filing or appearance in a gang-related case will perform all subsequent court appearances on that particular case through its conclusion, including sentencing phase, rather than having several prosecutors sporadically involved in the case;
- Highly qualified investigators and prosecutors assigned to gang-related cases;
- Significantly reduced caseloads for investigators and prosecutors assigned to gang-related cases; and
- Coordination with law enforcement agencies to protect cooperating witnesses from intimidation or retribution by gang members or associates.

The legislation, P.C. § 13826.3, also specifies the criteria by which GVS prosecution units must make case selections. For the unit to accept a case, an individual must be under arrest for

the commission or attempted commission of any gang-related violent crime where the individual is a known gang member, and has a history of prior criminal activity. (Refer to Part IV, Attachment 3 for program definitions and gang identification criteria information.)

*For each objective below, provide the information requested and include a narrative response, as specified.*

## MANDATORY OBJECTIVES

### Program Objective 1: Street Terrorism Enforcement and Prevention (S.T.E.P.) Act

#### Prosecutions

This objective will enhance and increase the prosecutor's abilities in the selection, criteria, filing supplementary offense reports validating "criminal street gang membership," and "criminal street gang validation" as codified in Section 186.22 of the Penal Code.

The GVS Unit must establish policy and procedures by which the prosecution and law enforcement components will collectively operate for successful vertical prosecution (P.C. § 186.22). This objective will be measured by the following activities:

- 1a. Number of gang defendants convicted pursuant to P.C. §186.22. 15
- 1b. Number of gang defendants sentenced to incarceration with gang-related enhancements under P.C. § 186.22. 15

*Narrative: Describe how the prosecutor will pursue gang-related enhancements under the STEP Act. Describe the collaborative policy between the law enforcement and prosecution components regarding P.C. § 186.22 related cases. Describe how feedback to and from the District Attorney's Office will be maintained. Retain a copy of the prosecution and law enforcement components' policy and procedures.*

**Program Objective 1 Narrative: Street Terrorism Enforcement and Prevention**

**(S.T.E.P.) Act Prosecutions**

The Los Angeles County District Attorney and Los Angeles County Sheriff will review and, if necessary, revise their existing policies, procedures and criteria used to validate gang-involved individuals referred for criminal filings. These policies, procedures and criteria will be reviewed and adopted by the executive-level representatives of each agency who make up the grant's Local Coordinating Committee.

Since its original effective date of September 26, 1988, the S.T.E.P. Act has proved to be a useful tool for gang prosecutors. The passage of Proposition 21 on March 7, 2000 combined with effect of the vicarious liability sections of Penal Code section 12022.53 has increased the value of S.T.E.P. Act prosecutions exponentially.

Penal Code Section 12022.53 provides for sentence enhancements for gun use during certain crimes. While gun-use enhancements have been in effect for years, the enhancements provided for in Section 12022.53 are significantly higher and allow a gang member to be punished for the use of a gun by a fellow gang member for certain crimes they committed together, if the S.T.E.P. Act allegations are pled and proved.

In addition to its sections involving the prosecution of juveniles in adult court, Proposition 21 has had a significant effect on the prosecution of gang members. It created new "gang crimes," made certain gang crimes "Strikes," created a gang murder special circumstance, increased the gang crime enhancement sentencing scheme and if certain crimes are determined to be gang-related, the sentences for those crimes will be increased from determinate terms to indeterminate or "life" terms. Clearly, these changes in the law have increased the importance of S.T.E.P. Act prosecutions.

The Antelope Valley GVS Prosecutor has been specially trained, and will continue to receive training, geared toward the prosecution of S.T.E.P. Act cases. On an as-needed basis, he will advise the law enforcement personnel with whom he works regarding the specifics and effects of the S.T.E.P. Act.

In conjunction with the Sheriff's Department and other local law enforcement agencies, the Antelope Valley GVS Prosecutor will pursue cases against validated gang members who violate S.T.E.P. Act provision and will, in addition, file S.T.E.P. Act enhancement allegations when deemed appropriate. The Antelope Valley GVS Prosecutor will be filing his own cases and vertically prosecuting them. This will ensure that only proper, provable charges are filed against identified gang members. The assigned deputy will make sure that investigators have, at filing, or promptly gather thereafter, the necessary documents to prove the S.T.E.P. Act allegations in court. In this way, the grant will successfully utilize the powerful prosecution tool created by the S.T.E.P. Act.

To achieve the project's suppression goals, the Antelope Valley GVS Prosecutor will have frequent contact with the assigned gang deputies from the Los Angeles County Sheriff's Department, Lancaster and Palmdale Stations. In addition, the Antelope Valley GVS DDA will maintain open lines of communication with the Los Angeles County Probation Department to keep abreast of any developing tensions between rival gangs, either ongoing or newly-established. This effort and communication will result in increased cooperation and sharing of information between local agencies and will contribute to a more focused and complete suppression effort throughout the entire Antelope Valley area.



**Program Objective 2: Reduce Prosecutor Caseload**

The reduction of the Antelope Valley GVS Prosecutor's average caseload, in comparison to the average caseload of other felony prosecutors in non-vertical prosecution units, will aid in the success rate of gang-related case prosecution. This objective will be measured by the following activities:

- 2a. The average caseload of non-vertically prosecuted felony cases by non-GVS unit prosecutors. 110 per year
- 2b. The average GVS unit project caseload. 25 cases per year
- 2c. Number of gang-related cases referred for prosecution. 30 cases
- 2d. Number of gang-related cases prosecuted by GVS attorney. 25 cases

*Narrative: Describe how the GVS unit will maintain a reduced caseload. Discuss the types of cases referred for prosecution.*

**Program Objective 2 Narrative: Reduce Prosecutor Caseload**

A reduced caseload is the key essential element to the success of the prosecution component of this grant. A reduced caseload allows the grant deputy sufficient time to prepare each case. This is important because of the complex issues and witness problems inherent in all gang-related cases.

Prosecutors assigned to the Hardcore Gang Division are strictly limited in the number and type of cases they prosecute. The Antelope Valley GVS Prosecutor's caseload will consist only

of violent gang crimes, including murders, within the grant's specifically defined geographic area. The Antelope Valley GVS Prosecutor's resulting caseload, compared to the average line prosecutor's, will be drastically reduced.

**Program Objective 3: Sentence Length**

Increase the length of sentence/commitments and the ratio of maximum sentences/commitments in cases prosecuted. This objective will be measured by the following activities:

3a. Number of defendants convicted of the most serious charge, and who received the most severe sentence for that charge. 8

3b. Number of defendants convicted on a lesser charge and who received the most severe sentence for that charge. 10

3c. The average length of sentence. Average: 20 years state prison

*Narrative: Describe how the project prosecutor(s) will seek enhanced sentences or commitments.*

**Program Objective 3 Narrative: Sentence Length**

The efforts of the project deputy described in these Program Objectives will also be effective in seeking enhanced sentences and/or commitments.

Since the assigned deputy will have training and experience in gang cases, he is more knowledgeable regarding the applicability of charges that will result in the lengthiest sentence. Following the passage of Proposition 21 in 2000, and Penal Code Section 12022.53, which took effect in January 1998, gang cases are subject to significantly higher sentences. The assigned deputy will aggressively file cases and will seek the maximum appropriate sentences. Penal Code section 186.22 allegations (S.T.E.P. Act allegations) will be filed in all cases in which the elements can be proved.

The assigned deputy will have significant gang prosecution experience and will be well versed in the appropriate charges to file and each defendant's prior criminal history and gang involvement. This will allow the deputy to knowledgeably and forcefully argue for enhanced sentences and commitment time. The prosecutor will emphasize these points in sentencing memoranda which will, in addition, demonstrate the commitment of the prosecutor to his case and will provide documented reasons for the appropriateness of increased sentences. This information, combined with evaluations by the probation department, will prove to bench officers that the targeted defendant is a true threat to the safety of the community and deserving of a severe sentence.

**Program Objective 4: Witness Protection**

The District Attorney's Office must work with law enforcement to develop a procedure to protect cooperating witnesses from intimidation and retribution in gang-related cases.

This objective is measured by the following activities:

4a. Number of witnesses reporting intimidation in gang-related cases. 10

4b. Number of witnesses provided with protection services. 4

*Narrative: Describe how these witnesses were intimidated, and how they will be protected.*

*Describe how feedback to and from the law enforcement component will be maintained.*

**Program Objective 4 Narrative: Witness Protection**

Intimidation of witnesses is an unfortunate, and sometimes tragic, reality in the prosecution of gang-related crimes. Protecting witnesses is a priority for the project prosecutor. Whenever there is any indication of a legitimate threat against a witness, immediate steps will be taken to ensure the safety of the witnesses. The Los Angeles County District Attorney's office has employed, and will continue to employ, a multi-pronged approach to prevent the destructive effects of witness intimidation.

The Los Angeles County District Attorney's office has Victim Services Representatives (VSRs) assigned to most courthouses throughout the county, including the Antelope Valley courthouse. The VSRs are trained to assist and educate victims and witnesses in issues, which can arise at any time throughout the case. The assistance that they offer includes: referring witnesses to appropriate services, providing emotional support, and advising

them of their rights including the right to relocation, if necessary. The VSRs become involved early-on in a case, since they have regular contact with the local law enforcement agencies and often act as liaisons between the agencies and the victims and witnesses. In addition to providing important information to victims and witnesses, the VSRs' contribution in gang-related cases is invaluable because the witnesses have an immediate connection to someone who is knowledgeable, accessible, empathetic and helpful.

The Antelope Valley GVS Prosecutor will have received specialized training to effectively prevent or counteract witness intimidation and to make provisions for witness protection and/or relocation. The Los Angeles County District Attorney's office conducts internal training regarding victim/witness services and witness protection and relocation

The Antelope Valley GVS Prosecutor will request that investigators follow-up with witnesses and victims to ensure that they are not being threatened and to allow appropriate steps to be taken if they are. The Antelope Valley GVS Prosecutor makes sure that witnesses and victims have contact numbers for both the investigators and the deputy, and are advised to call if concerns arise. Often a victim or witness feels threatened merely because gang members are involved. Since the Antelope Valley GVS Prosecutor's caseload is reduced, and since he has training specifically dealing with reluctant, endangered and/or intimidated witnesses, he is able to develop a relationship with the witnesses. Witnesses trust and depend on the Project's Prosecutor. These witnesses are encouraged to promptly report any threats, intimidation or fears and are much more likely to be cooperative. Personal contact by the prosecutor demonstrates that the witnesses are an important part of the process and that if they are threatened, immediate action will be taken.

The Antelope Valley GVS Prosecutor and Lancaster and Palmdale Sheriff's Deputies will follow the witness relocation policies established by the Los Angeles County District Attorney's office. The District Attorney's Bureau of Investigation, through the California Witness Protection Program, provides funds to enable law enforcement to protect witnesses in criminal cases, with priority given to witnesses in gang cases.

Witness intimidation cases are aggressively prosecuted and the most severe sentences are sought. The benefits from this practice are considerable: 1) intimidation in the immediate case ceases; 2) the witnesses in that case feel safer; 3) the community is imbued with a sense of security; and 4) gang members will be deterred from future acts of intimidation.

Additional steps that are routinely taken to ensure witness safety include: redacting witnesses' addresses, telephone numbers and identifying information (driver's license numbers, social security numbers, dates of birth, etc.) from police reports; providing transportation to and from the courthouse, and armed escorts to and from the courtroom; and asking the judge in open court and on the record to order defendants not to have any contact, direct or indirect, with victims or witnesses.

An example of the type of intimidation that witnesses have to endure occurred in two recent cases prosecuted by a current GVS Prosecutor in the Antelope Valley. In the case People v. Norman (MA027565), the victim was murdered by a gang member who had been seeing his daughter. While the case was being prosecuted, the victim's family home (where the witnesses lived) was burned down. Sheriff's deputies suspected that gang members had committed the arson to intimidate the witnesses. As a result, the witnesses were relocated and later testified in the successful jury trial.

In the case People v. Medina, Vallejo, Falcon and Marron (MA028151), gang members became involved in a fight with the victim and shot the victim to death. The eyewitness to this murder became so fearful and intimidated that he fled to Nevada. As a result, the witness and his family have been relocated. This case is currently pending trial.

A copy of the Los Angeles County District Attorney's Witness Protection protocol may be found in the Appendix.



**Program Objective 5: Pretrial Release**

Prior to trial/hearing, prosecutors shall resist the release of a charged defendant. This objective will be measured by the following activities:

5a. Number of defendants, including minors, in continuous custody through case completion.

23

5b. Number of defendants, including minors, not in continuous custody through case completion.

2

*Narrative: Discuss the agency's plan to resist defendant's/minor's release from custody prior to trial/jurisdictional hearing.*

**Program Objective 5 Narrative: Pretrial Release**

The Antelope Valley GVS Prosecutor has received specialized training in gangs and gang crimes, including Penal Code Sections 186.22 and 12022.53, as well as the additional gang-related criminal statutes which took effect with the passage of Proposition 21 on March 7, 2000. Proposition 21 is a powerful tool in the Antelope Valley GVS prosecutor's arsenal. It increases the potential sentences for certain crimes committed for gang purposes. Consequently, bail schedule amounts for those offenses are also increased. The Antelope Valley GVS Prosecutor will utilize these statutes to aggressively, yet appropriately file, the most severe charges supported by the facts, and argue forcefully against the pre-trial release from custody of gang defendants.

In addition to specialized training and experience in gang cases as well as the specific gangs and gang members active in the target area, the Antelope Valley GVS Prosecutor will have the support of Sheriff's deputies who can access information in the computerized targeting and tracking system which catalogues gang members (CAL Gangs). Therefore, in every case the Antelope Valley GVS Prosecutor will have both the knowledge and the ability required to persuasively argue to convince the bench officer that the defendant or minor poses a significant threat to the community and should not be released.

**Program Objective 6: Reduce Plea-Bargaining**

Prosecutors shall try to eliminate or reduce the use of plea-bargaining. This objective will be measured by the following activities:

6a. Number of defendants/minors with cases completed by:

Trial: 6

Dismissal: 2

6b. Number of defendants/minors with cases completed by:

An open/straight plea: 0

A plea bargain by the court or prosecutor: 17

6c. Number of defendants/minors with cases completed by:

A plea to the most serious charge: 15

A plea to a lesser charge: 2

*Narrative: Discuss the agency's plea bargain policy in regards to gang-related cases.*

**Program Objective 6 Narrative: Reduce Plea Bargaining**

Plea bargains will only be sought when there are serious weaknesses in the prosecution case. The Antelope Valley GVS Prosecutor has several important tools not available to line prosecutors which aid in the reduction of plea bargains:

First, the Antelope Valley GVS Prosecutor is experienced in trying gang-related cases and carries a caseload consisting solely of gang cases. Thus, the Antelope Valley GVS Prosecutor will not be daunted by the problems inherent in gang cases, which a regular deputy might presume to be insurmountable.

Second, the Antelope Valley GVS Prosecutor will vertically prosecute his cases. Vertical prosecution dramatically improves cases and reduces the need to seek plea bargains. With vertical prosecution, the project deputy can work in collaboration with the investigator to strengthen the case even before filing. The Antelope Valley GVS Prosecutor will be familiar with each case's factual difficulties and any witness problems at the filing stage; thus, any obstacles to successful prosecution can be resolved or reduced in most cases.

Finally, the Antelope Valley GVS Prosecutor will carry a smaller caseload and will be able to devote more time to the preparation to each case. The more thoroughly prepared a case is, the more successful the prosecution will be. This will further reduce the need to offer plea bargains.

A copy of the Los Angeles County District Attorney's policies regarding settlement of: (1) felony cases, (2) "Three Strikes" cases and (3) special circumstance murder cases and (4) gang-related violent felony cases may be found in the Appendix. These policies are taken from the department's Legal Policies Manual, revised April 2005.

## **Probation Component**

The Probation Component of the Antelope Valley GVS Program will focus on the intensive supervision of identified gang members on probation in order to ensure the enforcement of their conditions of probation. The Los Angeles County Probation Department will be responsible for the implementation of the Probation Component. The agency has established intensive supervision units, which concentrate efforts and resources on individuals identified as gang members, in accordance with both established local selection criteria and statute.

The Los Angeles County Probation Department (LACPD) will re-assign a Specialized Gang Supervision Program (SGSP) Deputy Probation Officer (DPO) II to the AV-GVS Program who will: (1) Interact with other funded components and the courts to ensure a comprehensive and coordinated effort; and (2) Implement and sustain service activities which address all mandatory objectives for the Probation Component. Each required mandatory objective identified within the OES RFP for the Probation Component is addressed below and includes a narrative response, as specified.

### **Program Objective 1: Reduce Probation Officer Caseload**

The assigned SGSP DPO will meet the following standards: experience in validating P.C. § 186.22 charges and allegations as an expert. The threshold of an expert is: (1) the expert has had conversations with members of the defendant's gang, (2) the expert has had conversations with rival gangs, (3) the expert personally investigated gang crimes, and (4) the expert has reviewed information from other officers, departments, records, and documents. This objective will be measured by the following activities:

- 1a. The average caseload of non-GVS unit probation officers. 75 to 90
- 1b. The average GVS unit project caseload. 25
- 1c. The projected average number of contacts during each monthly period  
between the GVS unit probation officer and each probationer. 4

The SGSP DPO caseload will be reduced to 25 probationers. The LACPD has developed written criteria and procedures to determine which probationers will be assigned to the GVS Program. These criteria and procedures have already been applied to past GVS Programs within the County of Los Angeles, and therefore, are firmly established and practiced.

**Narrative: Describe the structure and operation of the GVS unit. Describe how the GVS unit will maintain a reduced caseload.**

The SGSP DPO will be housed within the Lancaster Station along with the supervising GVS Sergeant and OSS gang unit deputies. Because of the shared office, there will be immediate coordination between the law enforcement component and probation component of the AV-GVS Program. The staffing of the Probation Component will consist of one funded Specialized Gang Supervision Program (SGSP) Deputy Probation Officer (DPO II) who will report to the Probation Director stationed in the Antelope Valley area. In addition to having frequent contact with representatives of the other components of the AV-GVS Program, the SGSP DPO will maintain daily contact with each station's gang unit, street patrol officers, Operation Safe Street (OSS), GET (Gang Enforcement Team), and Sheriff school deputies. The DPO II will also coordinate his activities regularly with the assigned vertical Hardcore Gang Prosecutor, school-based DPO's in the Antelope Valley, a second SGSP DPO at the Palmdale station, AVUHSD staff from the high schools, and UCAN counseling staff.

The operation of the GVS unit will consist of the DPO's daily interaction with law enforcement in an ongoing effort to reduce gang violence in the targeted area. Because the Antelope Valley is a large rural area, the assigned SGSP DPO's primary supervision will be hard-core adult gang probationers in the Lancaster community. This measure will maintain the high level of focus and intensity required in the supervision for those cases.

To ensure the project's ability to expand GVS activities to the entire Antelope Valley, other hard-core adult gang probationers identified from outside the Lancaster community (but within the Antelope Valley) will be assigned to and supervised by other Probation Department staff (including an SGSP DPO at the Palmdale Station which is funded by municipal resources). Also, all related juvenile cases will be supervised primarily by School DPO's and other juvenile-focused DPO's assigned to the Antelope Valley.

The assigned SGSP DPO will provide probation services such as intensive supervision, and identify adults who are on probation in the project's target area. SGSP DPO will verify their status in regards to the level of their gang activity. Any violations will be coordinated with appropriate LACPD staff and dealt with swiftly and in coordination with other GVS components, as appropriate. In addition, the SGSP DPO will ride along with the Sheriff during evening sweeps of the targeted area and help detain probationers who are causing problems or have violated their probation. SGSP DPO will also assist law enforcement with search warrants, help bring probationers to court, and testify when necessary.

The SGSP DPO will maintain a reduced caseload of 25 active gang probationers. A reduced caseload will allow the SGSP DPO sufficient time to focus on his or her primary cases. This will allow him or her to interact with probationers on a more consistent basis, and it will allow him or her to participate in other duties with Sheriff's Deputies, as mentioned above. With

the ability to maintain a reduced caseload of 25 active probationers, the SGSP DPO's effectiveness will be highly focused and maximized, while being supported by the broader system of probation resources (e.g., school DPO's, juvenile DPO's and other SGSP DPO's) within the Antelope Valley.

**Program Objective 2: Enforce Conditions of Probation**

The SGSP DPO will recognize that coordination with law enforcement and prosecution components is critical for consistent enforcement of court-ordered conditions of probation. This objective will be measured by the following SGSP DPO activities:

2a. Number of GVS probationers returned to court for violating conditions of probation.

10

2b. Number of GVS probationers with gang specific conditions of probation ordered by the court. 25

2c. Number of GVS probationers without gang specific conditions of probation ordered by the court. 15

2d. Number of youth whose probation has been violated as a result of a truancy violation. 1  
per month

2e. Number of youth whose probation has been violated as a result of a curfew violation. 3  
per month

**Narrative: Describe the coordinated efforts to enforce conditions of probation. Identify which conditions require a disproportionate amount of your time to enforce.**

With the SGSP DPO housed within the Lancaster Station along with the supervising GVS Sergeant and gang deputies, there will be immediate coordination between the law enforcement component and probation component of the AV-GVS Program. Also, the AV-GVS Prosecutor



is housed in the Antelope Valley courthouse (within 3 miles of the station), but is readily available to coordinate with DPO and law enforcement about specific target conditions identified within court orders. Other coordinated efforts to enforce conditions of probation are as follows:

1. Ride-alongs and sweeps with local law enforcement.
2. Daily meetings with school DPOs and school-assigned Sheriff for data sharing and gang abatement strategy development.
3. Frequent contact with UCAN to ascertain attendance of GVS participants at counseling / community service programs.
4. Contact with community service programs.
5. Face-to-face review with probationers.
6. Copies from law enforcement of telephone numbers, addresses, and conditions of probation, particularly those for curfew, gang, and search and seizures.
7. Job referrals for probationers.

The condition that requires a disproportionate amount of time is condition #25: "Submit person and property to search and seizure at any time of the day or night by any law enforcement officer with or without a warrant".

The DPO will also maintain a cooperative working partnership in the multi-disciplinary approach to suppression by attending monthly OCC meetings. Service coordination will be enhanced by consistent information sharing. LCC meetings (4 times per year) will be attended by the assigned DPO's supervisor (Jeri Davis), located in the Antelope Valley courthouse.

## Prevention Component

*The Prevention Component will focus on the prevention and intervention of potentially violent gang activity through communication and mediation with gang members in the community. As stated in P.C. § 13826.6, a community-based organization (CBO) is defined as a non-profit operation established to serve gang members, their families, schools, and the community with programs of community supervision and service that maintain community participation.*

The agency responsible for implementing the Prevention Component is the **United Community Action Network (U-CAN)**. U-CAN is a private, non-profit organization located in the Antelope Valley, and serves youth and their families from Antelope Valley communities. The agency has been an active community partner within past gang violence suppression projects, and has established referral relationships with both the Lancaster and Palmdale Stations. U-CAN staff currently provide juvenile diversion, gang intervention and prevention, education, counseling and other community services to youth and their families. Referrals to the agency are made by law enforcement, Probation, local school districts, the courts, and other community service agencies. U-CAN staff currently work with individual schools and their personnel. The agency coordinates with law enforcement deputies on program services, which ensure community safety on the school campuses, and reduce (intervene upon) gang activity and related crime. Project staff provide individual and group counseling interventions, parent education and family counseling, alternative activities and recreation for youth, a 12-step program, and other community-based services to individuals and families. Bilingual services (Spanish) for clients are currently available and provided within the agency, as needed.

Within the current gang-focused prevention and intervention programs, pre-identified and referred at-risk and gang-involved youth and their parents are provided counseling, gang education, and referral services for opportunities leading to more constructive activities. We will expand these services to the Antelope Valley. One key focus of the agency's services is to support (emotionally, socially and educationally) the participation of witnesses to gang crimes. It is because of these capacities and experiences that U-CAN is qualified to implement the proposed Prevention Component activities under the expanded AV-GVS / Multi-Component Program.

Dr. Billy Pricer, the agency's Director, will directly participate on the LCC and OCC within Antelope Valley Gang Violence Suppression Program. U-CAN presents the following plan, framework and related service activities for meeting each mandatory objectives within OES's RFP related to the Prevention Component.

### **Program Objective 1: Counseling**

Counseling services will be available within the target community for referred GVS youth, including services for gang-involved and at-risk youth and their families. Services are currently structured to help resolve underlying problems for gang-involved and at-risk youth. Counseling services can assist in resolving issues such as interpersonal conflicts, socialization deficits, and low self-esteem. These effects are accomplished by providing a therapeutic environment that offers services from experienced counselors. Objective 1 will be measured by the following activities:

1a. Number of youth provided individual counseling that were referred by the GVS collaborative. 25

1b. Number of families provided counseling that were referred by the GVS collaborative.

50

1c. Number of children and families provided counseling in a language other than

English. 2 If so, what language(s)? Spanish

1d. Total number of counseling sessions conducted. 625

### **Narrative (Objective 1)**

Counseling services for the AV-GVS Program will be provided by three Counseling staff, each with a Ph.D. (non-licensed). These three U-CAN counseling staff each have over six years of counseling experience with the current GVS target population. As a team, they will be responsible for individual, group, parenting education, conjoint and family counseling services provided within the Prevention Component. Intake, counseling sessions, group supervision, group education and case management will be provided for all GVS clients by these three counseling staff. For the AV-GVS Program, all counseling and mediation services will be available in English and Spanish.

### **Staffing**

The agency's Director (Billy Pricer, Ph.D.) is a retired Deputy Sheriff from the L.A. County Sheriff's Department. The second counselor (Debbie Pricer, Ph.D.) has also worked in the field of Behavioral Science and job placement. The third counselor (a Ph.D.) has over 10 years of experience as a case manager with the Department of Children and Family Services. The agency also has a staff of Masters Level Trainees, who are under the supervision or direction of one of the three counselors (a Ph.D.). The Prevention Component will be supported by two of the Counseling Trainees, who will work in group education settings (e.g., the CHOICES

Program) with youth and parents. The Counseling Trainees will also facilitate social and recreational activities, and support the on-site mentoring program on Wednesday evenings at U-CAN's "180 Club Night". Supervision will be provided to Counseling Trainees (weekly) by the U-CAN Counseling staff.

U-CAN's office staff will be responsible for supporting counseling services by ensuring client pre-intake information is collected, providing referral information to clients, providing general office support, client scheduling, providing phone support, and completing all monthly GVS project reporting regarding services units provided within the Prevention Component. All youth referred from the GVS Program will the opportunity to participate in U-CAN's "180 Club Night" with the mentors and Counseling Trainees.

### **GVS Plan**

The U-CAN counseling services planned for the AV-GVS Program is supported by several modalities, including: individual counseling for youth; individual counseling for parents; group education and counseling for both parents and youth; and conjoint (family) counseling. Project staff target counseling services to at-risk or gang involved youth, 8 to 17 years of age (both male and female) who are referred from the GVS Program. Target youth will have been identified as gang members and/or at-risk for gang membership within the referral from school districts, law enforcement, Probation, the Courts and/or other service providers. Upon referral, counselors will initially evaluate the parents and child, and administer computer assisted psychological testing. Those evaluations that indicate severe psychopathology, developmental delays, educational delays or severe family problems will be examined in more depth by the U-CAN counseling staff for determination of specific case management or referral to other

resources. If an intake is determined appropriate, a case plan will be developed and the youth and parent (together) will begin the CHOICES Program.

U-CAN will enhance service referrals between the Prevention Component and other partners by providing case planning that is based upon each individual's assessment. For youthful offenders, the juvenile arrest record and the severity of the crime will be considered by all partner components, and diversion will be provided (if possible), to ensure that the youth can stay in school and within the local community, while receiving services within the program. Referrals will be received from all GVS partners.

### **CHOICES Program**

All referred gang youth and parent participants will begin prevention / intervention activities by attending a 16-week (2-hrs.per week) CHOICES Program which consists of both group and therapeutic counseling focused on reducing behavioral and social problems at home, in school, and in the community. We will serve at least 50 GVS-referred families with CHOICES program. CHOICES focuses on identifying the initial reasons for anti-social behavior (e.g., peer pressure, abuse or neglect by parents, learning disabilities). The sixteen-week CHOICES program curriculum offers specific instruction in:

1. Coping Skills
2. Anger Management
3. Communication
4. Self-image
5. Goal Setting
6. Conflict Resolution Skills
7. Recognizing Drug and Substance Abuse

8. Gang Recognition and Prevention
9. Clothes and Music
10. Adventures in Attitude
11. Discipline and Boundaries
12. Denial
13. Choices and Consequences
14. Premature Sex (Dangers)
15. Parenting Skills (Adult & Teen)
16. What's Next (exit evaluation & possible transition to individual counseling)

The CHOICES program will be provided weekly (Tuesday evenings) through the year, and will include participation for both youth and their parents. The CHOICES Program is flexible, as it allows participants to begin the program at any education segment (e.g., week 1, week 9, week 13). Youth participants will work in the CHOICES Program with their own gender, and parents participate in a group of adults. Because of this, the CHOICE Program is eventually divided into 4 groups each session, including: adolescent males, adolescent females, parents and Spanish speaking only groups. Each session is facilitated by a U-CAN Counselor with some support and facilitation provided by Counseling Trainees. As participants become more aware of the issues impacting their family through their CHOICES participation, the case plan of the family may be adjusted. In these cases, the parent and/or youth may begin individual counseling and/or conjoint (family) therapy.

### **Individual Counseling**

U-CAN staff acknowledge that it will be primary counseling goal with the target population of gang youth (and their families) to surpass potential violent criminal activity

through communication and mediation. It is expected that individual and conjoint (family) counseling services will provide opportunities to increase family communication and opportunities for mediation. Because of this, counseling services associated with the GVS Program will strive towards changing the individual gang members (and family's) perception of violence. Individual counseling will also be structured to increase the individual's sense of self-worth, and encourage the participant to practice delaying immediate gratification behaviors. Individual counseling will be provided to at least 25 youth and 25 parents (each), for up to 12 sessions. Conjoint (family) counseling may be used (as appropriate) as a tool to increase communication and mediation between a gang member and their family. We would expect to provide conjoint counseling to 25 families during the year.

For GVS families, the counseling experience will guide a process that engages the participant. Counseling sessions for GVS families will be structured to teach GVS youth to see the good in people, while learning about themselves, and creating a guided process of self-discovery.

## **Program Objective 2: Gang Awareness Education and Strategies**

Increased awareness for parents and community members on strategies to combat gang activities will assist in the intervention and prevention of gangs and gang activity. This objective will be measured by the following activities:

2a. Number of training sessions to be held for school and community groups. 6

2b. Number of school personnel, parents, and community members trained in gang awareness. 100



## **Narrative (Objective 2)**

Community focused training will be provided in six separate events within the Antelope Valley on “Gang Awareness Education and Strategies”. The overall goal for these training activities will be to create a better-informed public with a greater knowledge of gang prevention and intervention efforts. Training events will be directly provided and implemented by U-CAN counseling staff, who will work in pairs at training events (e.g., two counselors per event). All three U-CAN counselors have several years of experience in implementing and providing “Gang Awareness Education and Strategies” in the target community. Training will be targeted for provision in multiple settings, including: public forums; school in service training; drug and gang awareness fairs; PTA meetings; service clubs; churches; and Neighborhood Watch meetings. To ensure a viable outreach effort for training events, UCAN will seek out multiple venues to publicize to community residents the importance of learning about “Gang Awareness Education and Strategies”. Brochures, flyers and advertisements such as P.S.A’s will be utilized in promotional efforts. U-CAN counseling staff will also support trainings taking place in educational settings (especially those provided in the schools by the School Liaison Deputies), and will serve as experts in community-based services through public policy and other panels, lunch presentations to service clubs, and specialized training events for GVS mentors.

## **Program Objective 3: Role Models/Mentoring**

The activities supporting this objective include providing positive role models to youth and focus in the area of school tutoring, professional development, personal development, and/or community service. This objective will be measured by the following activities:

3a. Number of GVS youth to receive mentoring after school. 25

- 3b. Number of adult role models to participate in the mentor program. 5
- 3c. Number of student role models to participate in the mentor program. 5
- 3d. Number of at-risk youth connected with community service activities and/or specialized educational programming as a result of the mentor/role model relationship. 10

### **Narrative (Objective 3)**

U-CAN will screen and recruit responsible, young adult mentors from local colleges. Adult mentors will also be screened and recruited from civic groups, service clubs, schools, and churches. Each potential mentor will need to complete an application, a formal screening and interview process with a U-CAN Counselor, and complete a background check (provided by the Sheriff's Department). All successful mentoring applicants will be trained by Counseling staff in both mentoring (including personal development skills, goal setting, self-image, attitude, etc.) and trained to work with GVS youth (by using the "Gang Awareness Education and Strategies" curriculum). The Director and two Counselors, as a team, will determine and properly match each mentor with youth based upon personality, culture and interests. Scheduled supervision will be provided to Adult Mentors (bi-weekly) by the U-CAN Counseling staff. These sessions will provide coaching on developing trust-based relationships with the gang member mentees, the importance of the youth's diversion away from gang activities, supporting family process issues, and ensuring the mentee's continued involvement in school.

Additionally, U-CAN owns and operates a 17,000 sq. ft. facility that houses a full teen center with indoor sports courts, game rooms, video arcade, drama and band stage, snack bar, computer lab, outdoor batting cage and basketball court as well, as skate board ramps. These facilities will be used to provide an environment where mentors can interact with mentees in a

secure and supervised setting. The facility will be available each Wednesday through the agency's "180 Club Night". At the "180 Club Night", there is on-site supervision of Counseling staff. Additionally, Counseling Trainees, who currently facilitate and oversee activities at the "180 Club Night", will be available to provide support to the mentors / mentees.

Within the agency's overall program, the "180 Club Night" is used as an incentive for participants who are doing a "180 in their lives" by moving from negative to positive social behaviors. Youth bands and dancing are part of the Club activity. The "180 Club Night" may also provide similar incentives to mentees. Because of this, mentors will be encouraged to participate in the "180 Club Night" with their mentee.

Finally, U-CAN has established policies regarding the standards for its mentors, including: "Mentors will be terminated immediately for any inappropriate behavior (i.e.; sexual advances, aggression, poor attitude, negative influence, use of profanity, alcohol, drugs or tobacco). Also, mentors will receive one warning for not keeping an appointment with youth, unless justified. The second warning will result in a "termination" for the mentor.

#### **Optional Program Objective 4: Local Needs**

No optional objectives will be established during the first year of the expanded GVS project. Based upon future LCC and OCC identified needs, objectives may be augmented to the Prevention Component in future years of funding.

## **Education Component**

The AV-GVS Education Component will focus upon the implementation of both prevention and intervention services within the Antelope Valley Union High School District (AVUHSD). We will utilize several resources (including gang experts) to train students, school staff, and community members on the indicators of gang activity and appropriate responses. Mentoring activities will be developed and expanded, and the collection of student and school level data will be enhanced.

### **Primary Staffing, Management & Supervision**

The Antelope Valley Union High School District (AVUHSD) serves all high school students in the Antelope Valley target area, and has been a primary partner with Sheriff's Stations in the Palmdale and Lancaster communities. The AVUHSD also has specific experience with coordinating gang suppression efforts, in and around its facilities and campuses, with local law enforcement. The AVUHSD will staff the Education Component with two Administrative Interns, who will have primary responsibility for overseeing project activities at all eleven (11) participating AVUHSD high schools. One Administrative Intern will coordinate activities within the Education Component in the northern Antelope Valley (primarily Lancaster), and the other Administrative Intern will coordinate the program in the south (primarily Palmdale). These two credentialed staff members (who are pursuing or have obtained a Masters degree) will report directly to (and will be supported by the offices of) the AVUHSD's Director Of Pupil Services (Barbara Willibrand). To formally coordinate education activities with the other GVS components, the Director of Pupil Services will participate on the Local Coordinating Committee

(LCC), and the two Administrative Interns will participate on the Operation Coordinating Committee (OCC).

### **Increasing Program Coordination**

The Antelope Valley Union High School District actively promotes cooperation and coordination among community agencies involved in the suppression of gang violence. Within the expanded AV-GVS Program, the Administrative Interns will act as liaisons or primary contacts between the Antelope Valley Union High School District and the agencies involved in intervention and prevention processes. Administrative Interns may case manage and/or facilitate individual student service referrals to a community service provider and/or within the AV-GVS Program. Referrals for intervention and prevention services will involve students who have been identified as being involved with or at-risk of being involved with street gang membership or affiliation. Identification of such students will be made by members of the school faculty, school security, or School Liaison Deputies. The operating process for referring students to intervention or prevention services will involve monitoring students, monitoring gang-related disciplinary incidents (SASI), gang-related crime incidents (from the Los Angeles County Sheriff's Department), truancy rates, alcohol and drug abuse rates, and low-performing academic achievement rates.

*A narrative is provided below for all mandatory objectives prescribed for the Education Component within the OES RFP.*

### **Objective 1: Target Area School Information (Mandatory)**

School information will be tracked which includes (at a minimum) suspension rates, expulsion rates, and GVS referrals of students to other agencies. It is recognized that the identification of negative patterns in student behavior may help direct efforts within the district and at individual school sites in prevention and intervention. Objective 1 will be measured for AVUHSD and its individual schools by the following:

- 1a. Report the target area suspension rate. 4,315
- 1b. Report the target area expulsion rate. 266
- 1c. Number of gang-related incidents reported to law enforcement. 182
- 1d. Number of GVS referrals made to other agencies. 466

All presented school data is based upon the most recent full school year (FY 2004-2005).

*Narrative: Describe the concerns in the target area schools regarding gang activity. Discuss what action will be taken.*

### **Objective 1 Narrative**

The AVUHSD clearly recognizes the need for students to not only be safe and secure while at school, but for students to have an environment where such factors need not be a concern. In enforcing Education Code § 35183 (including site level safety planning), the District has been committed to maximizing school safety. For this reason the Antelope Valley Union High School District, through various prevention and intervention programs, has put forth several efforts to curb violence and threats of violence, real or perceived, on District school campuses. The

School Liaison Deputy Program (a school safety partnership between the AVUHSD and the Lancaster Station) is one example of these efforts.

### **Problem Statement**

Despite many school successes, gang activity and gang recruitment are concerns (problems) for most AVUHSD school campuses. Current student / gang data suggests that about 400 new gang members are recruited from the high schools each year. Last year, there were 182 gang-related incidents reported to school law enforcement. This problem is accentuated in the Antelope Valley by the movement and relocation of established gang members (and their families) from the Los Angeles basin. Also, because many formerly incarcerated offenders are gang members, the increases in the number of parolees in the Antelope Valley from the local State prison (currently over 3,500 parolees and growing) has exacerbated the problem of gang member recruitment and gang activity around the AVUHSD campuses.

### **Improving School Data Collection**

To directly address Objective 1, student behavioral and other school information will be tracked monthly by the assigned Administrative Interns, and data collection will be supported by several sources including attendance personnel, teachers, administrators, school liaison deputies, and a school-based gang investigator. At a minimum, school data will include suspension rates, expulsion rates, gang data, gang crime and incident data, and GVS referrals of students to other agencies. All school data will be collected and reported by school site, and aggregated for the entire district. We propose to expand the number and types of student information collected from the AVUHSD high school campuses about negative student behavior, juvenile delinquency (including experimentation), and gang activity.

### **Using Social Approaches in Data Analysis**

The identification of negative patterns in student behavior (including gang activity) is frequently multi-dimensional. Current research on both gang member recruitment and at-risk youth (see Catalano & Hawkins, *Communities That Care*, 1994) consistently suggests that risk factors and protective factors for youth can occur in multiple social domains (individual, family, peer group, school, and community). Because of this, analysis of student/youth information will include contextualizing data within its appropriate social domain.

### **Information Sharing**

Through the School Liaison Deputy Program (which provides 10 School Deputies and 1 Gang Investigator to the AVUHSD schools), the local high schools, school district and Lancaster Station have established policies and procedures for inter-agency information sharing. These current policies and procedures support the sharing of both educational data (e.g., suspensions, attendance, expulsions, and other student records) and citation and/or arrest information between the school district and local law enforcement. Under the AV-GVS Program, the School Deputies will continue to be responsible for collecting, aggregating and reporting campus crime data, gang activity, gang member information, and other related data. This information (including suspensions and other required indicators) will be collected monthly by the School Deputies, attendance personnel, and other assigned school site staff. It will also be provided monthly to the Administrative Interns for final aggregation and monthly reporting to the OCC.

### **Building Strategies Using Data**

Data collection on student behaviors is viewed by the local partnership as a key factor in not only the planning of prevention and intervention activities for students, but also in other areas such as campus problem identification and problem solving. Because data will be collected from each



high school, information will be used to direct and guide prevention and intervention efforts at individual school sites, and initiate local school-based problem solving regarding negative student behavior – especially as it relates to gang participation, gang activity and other forms of juvenile delinquency. Data will be shared with the OCC / LLC members and analyzed to facilitate further discovery about the student population, initiate problem solving, conduct program planning, develop appropriate strategies, and support assessments of performance. These measures will ensure that all school-based data collection requirements will be consistently and comprehensively met within the AV-GVS Program.

**Program Objective 2: Gang Violence Suppression Training (Mandatory)**

GVS Training provided to students, teachers, and administrators will aid in the prevention and intervention of gang activity in the schools. Objective 2 will be measured by the following activities:

2a. Number of GVS sponsored student assemblies. 12

2b. Number of school staff trained in gang identification. 800

2c. Number of gang awareness training sessions to be held for school and community groups.  
4

2d. Number of parents and/or community members who will receive gang awareness training.  
100

*Narrative: Describe the types of training and who will be receiving gang awareness training.*

*Explain who will provide the training and what issues will be discussed.*

## **Objective 2 Narrative**

The Antelope Valley Union High School District will implement a Gang Violence Suppression Training aimed at educating students, teachers, administrators, parents and community members. The AVUHSD will utilize both local school resources, experts of the AV-GVS Program, School Liaison Deputies, and a school-based Gang Investigator in implementation of this training.

### **Background On Training Resources**

The Antelope Valley Unified High School District (AVUHSD) currently contracts with the Lancaster Station for a law enforcement presence on its campuses through the School Liaison Deputy Program. All School Deputies (over 10 are assigned to Antelope Valley school sites) and a Gang Investigator (a station detective) are in the school community each day, and supervised by Lt. Steve Fredericks of the Lancaster Station. This last point is significant, as Lt. Fredericks is also responsible for supervising the AV-GVS Program for the station. Lt. Frederick's dual supervision roles increases the coordination of the School Liaison Deputy and GVS Programs. The expanded AV-GVS Program will build upon the School Liaison Deputy Program's capacities and resources. The School Liaison Deputy's activities focus upon campus juvenile crime, gang activity, student substance use and distribution, and the pre-delinquent behaviors of students (e.g., suspension and expulsion offenses, and illegal student behavior on-campus). School site personnel can refer students (and gang members) directly to school police for arrest (serious offenses) and/or a citation (minor offenses). Because the School Liaison Deputy's activities are an integral part of campus crime prevention, the School Liaison Deputies from the Lancaster Station who have been trained in the field of gang violence suppression will present the training.

### **Building On Current School Law Enforcement Capacities**

With a School Liaison Deputy on each campus, this program and its resources will be utilized to implement and sustain all Gang Violence Suppression Training activities within the Education Component of the AV-GVS Program. Gang Violence Suppression Training will be provided through existing resources, so OES funding will NOT directly fund this activity. School Deputies will conduct and facilitate Gang Violence Suppression Training on their campus with support and assistance from a Gang Investigator (who is assigned to the schools).

### **Targeting Training (Students)**

There will be a minimum of 12 student assemblies conducted during the year. This includes at least one GVS sponsored student assembly on each AVUHSD campus. It is a goal of the project to increase student awareness about campus safety, gang involvement, and gang activity. The student assemblies will provide positive reinforcement and motivation training that will encourage students to incorporate anti-gang and anti-drug behaviors and positive pro-social skills into their everyday lives. The assemblies will consist of a series of motivational speakers and/or multi-media presentations specifically designed for students so that they may effectively deal with school related problems by teaching and reinforcing desirable behavior, helping them confront and manage inappropriate behavior, teaching problem solving skills, and promoting successful behaviors.

### **Targeting Training (Teachers / Educators)**

School site personnel (at least 800 annually) will be provided Gang Violence Suppression Training. These events may be provided at lunchtime (e.g., as in-service training) or before/after school. The GVS training curriculum will utilize the experts of gang suppression programs to train credentialed staff and classified staff associated with high schools within the local service

area. School personnel will be provided with tools for use in a classroom setting designed to assist credentialed staff and others involved with such students to identify students suspected of being involved with or at-risk of being involved with street gang membership or affiliation.

Also, because there is significant research-based evidence that most gang members lack basic educational skills, an emphasis will also be placed on teacher identification of under-performing and off-track students for educational and social interventions, who are also gang members. The training curriculum will generally consist of a history of Los Angeles based gangs; Sociology of gangs; Gang awareness, identification, and reporting; Building rapport; Communicating with the identified gang affiliated students; School / Law enforcement partnerships; and other related topics.

#### **Targeting Training (Community)**

School Liaison Deputies will also provide at least four (4) Gang Violence Suppression Training sessions in the general community (e.g., through service clubs, neighbor watch groups, and/or churches) with participation by at least 100 adult residents. The training curriculum will be slightly modified, but will include a history of Los Angeles based gangs; a sociology of gangs; gang awareness and identification: reporting to law enforcement; and other related topics.

#### **On-Campus Expert Gang Investigator**

Within the School Liaison Deputy Program, the AVUHSD also retains the services of an LASD Gang Investigator who investigates gang crime, coordinates more serious gang cases with the investigative units of the Lancaster Station, and supports the current GVS Training on the high school campuses. The Gang Investigator is a significant resource with over 1,000 hours of gang training. He is considered an expert in gang identification, and will be a key resource for the Education Component's training events.

### **Increasing Coordination**

All Gang Violence Suppression Training events (for students, teachers, and community members) will be supported by coordination from the Administrative Interns. The Administrative Interns will provide assistance with any additional event planning and scheduling, securing additional outside speakers or specialists for training, and ensuring that key program staff (e.g., Project LINK Coordinators, Adult Mentors) are trained annually in Gang Violence Suppression by LASD Deputies and other local experts.

### **Program Objective 3: Role Models/Mentoring (Mandatory)**

The activities supporting this objective are to provide adult mentors to youth in the area of school, professional development, personal development, and/or community services, and to involve youth in mentoring activities. This objective will be measured by the following activities:

- 3a. Number of students who will receive mentoring at school. 400
- 3b. Number of students participating in the school role model program as a mentor. 50
- 3c. Number of adults participating in the school role model program as a mentor. 15

*Narrative: Describe how the mentors will be recruited, screened, selected, and matched with an appropriate youth. Describe the types of activities that the mentor will initiate with the selected youth. Describe how the mentor will be monitored and supervised.*

### **Objective 3 Narrative**

Given the strong local concerns regarding the recruitment of students into gangs (currently estimated at 400 per year) and the social risks experienced by youth in multiple social domains, the AV-GVS program will support and emphasize a peer mentoring program, which specifically targets its prevention/intervention activities within the school and peer social domains. This strategy will increase the chances of protective factors and resiliency skills further developing within the “peer group” and “school” among the student target population.

#### **Peer Mentoring / Project LINK**

Project LINK matches highly qualified, trained 11<sup>th</sup> / 12<sup>th</sup> grade students with incoming freshman, and is currently funded at two AVUHSD high schools through Title IV resources. Through the AV-GVS Program, the AVUHSD will expand its current peer-mentoring program (called Project LINK), to three additional high schools. Each of these school sites is challenged by gang activity, and each have specifically requested the Project LINK mentoring program for their campus. Through Project LINK, the goal is to establish structured contacts between positive student role models (successful 11<sup>th</sup> and 12<sup>th</sup> grade students) and entering freshman at-risk for delinquency, negative social experimentation, and/or gang involvement.

Upon project start up, the Director of Pupil Services will recruit a credentialed teacher at each new high school to be the Project LINK Coordinator for their school site. All five school sites (including the two sites funded under other resources) will participate in the AV-GVS Program.

In addition to specific training in mentoring through Project LINK, the Coordinators will be cross-trained in *gang suppression and identification* by School Liaison Deputies (under Objective 2). Cross training will be an important step in not only increasing each Project LINK Coordinator’s awareness about gangs, but will also prepare the Coordinators to more readily

identify and prioritize 9<sup>th</sup> grade gang members for mentoring. This process will also build new mentoring and training capacities on each participating campus, that can eventually focus more directly upon gang members or those experimenting with gang behavior and delinquency.

Once the three new Project LINK Coordinators are trained, all five Project LINK Coordinators will (in turn) train their 11<sup>th</sup> / 12<sup>th</sup> grade student mentors identified and recruited at their school site. We expect to identify and train 10 youth mentors at each school (at least 50 total) who will work with 9<sup>th</sup> grade mentees. It is also expected that some students will be recruited to be mentors through their individual life experiences, particularly those who may have grown up in gang infested neighborhoods. As an added incentive to seniors, Project LINK will also incorporate student mentoring as a senior project requirement option for graduating seniors. Each Project LINK Coordinator will be responsible for recruiting, training and supervising the peer mentoring relationships and activities at their school site. Once mentors are identified, welcome letters and flyers are sent to incoming freshman (during the summer) inviting them to participate as a mentee. The mentors and mentees are most often paired (matched) at the first mentoring event of the school year – a campus orientation.

Student (peer) mentoring will be supplemented by planned, structured, monthly activities on the school campus for student mentors and their mentees, which are designed to benefit both 9<sup>th</sup> grade mentee and their older student mentor (e.g., providing protective factors and developing resiliency skills in the peer and school domains of youth). Mentoring activities will include a campus orientation for each mentee (along with an introduction to the mentor), sporting events (including providing tickets as incentives to students for positive behaviors), ice cream socials, planned BBQ's prior to school athletic events (provided quarterly), game-activity nights, and

other forms of pro-social, fun events. These planned activities will be supervised by the Project LINK Coordinator on their campus.

In addition to structured afterschool events, Project LINK will also provide study sessions for identified mentees (this varies from weekly to bi-weekly on current school sites). There will also be school day lunch meetings (weekly pairing the mentors and mentees during the school day).

Furthermore, in-class instruction will be provided during the school year by mentors to freshman classes. Topics include: students talking about bullying, training in conflict resolution, and other social issues that might negatively impact 9<sup>th</sup> graders during their transition to high school.

Finally, the mentors will be involved in 9<sup>th</sup> grade assemblies, where campus behavior standards are discussed with new students. The mentors will make peer presentations in these assemblies to the freshman class campus about negative vs. positive campus behaviors.

Overall, through the Project LINK Program, many student mentees will see positive life alternatives through the student mentor's consistent contact with that student in multiple intra-day and after school settings, providing the student mentee with a positive role model during a critical transition period of their education, that otherwise he or she might not normally have.

Because of this, it is expected that these activities can improve several freshman mentee's bonding to their AVUHSD high school during a critical transition.

#### **Adult Mentors / Gang Member Mentees**

In addition to overseeing the day-to-day activities of the GVS Education Component, the Administrative Interns will be responsible for recruiting adult mentors from the school and community (including civic groups, service clubs, schools, and churches) to work with selected gang members in the 10<sup>th</sup> to 12<sup>th</sup> grades. Up to 15 adult mentors (approximately 5 from each high school area) will be recruited and trained in the first year. Each potential adult mentor will



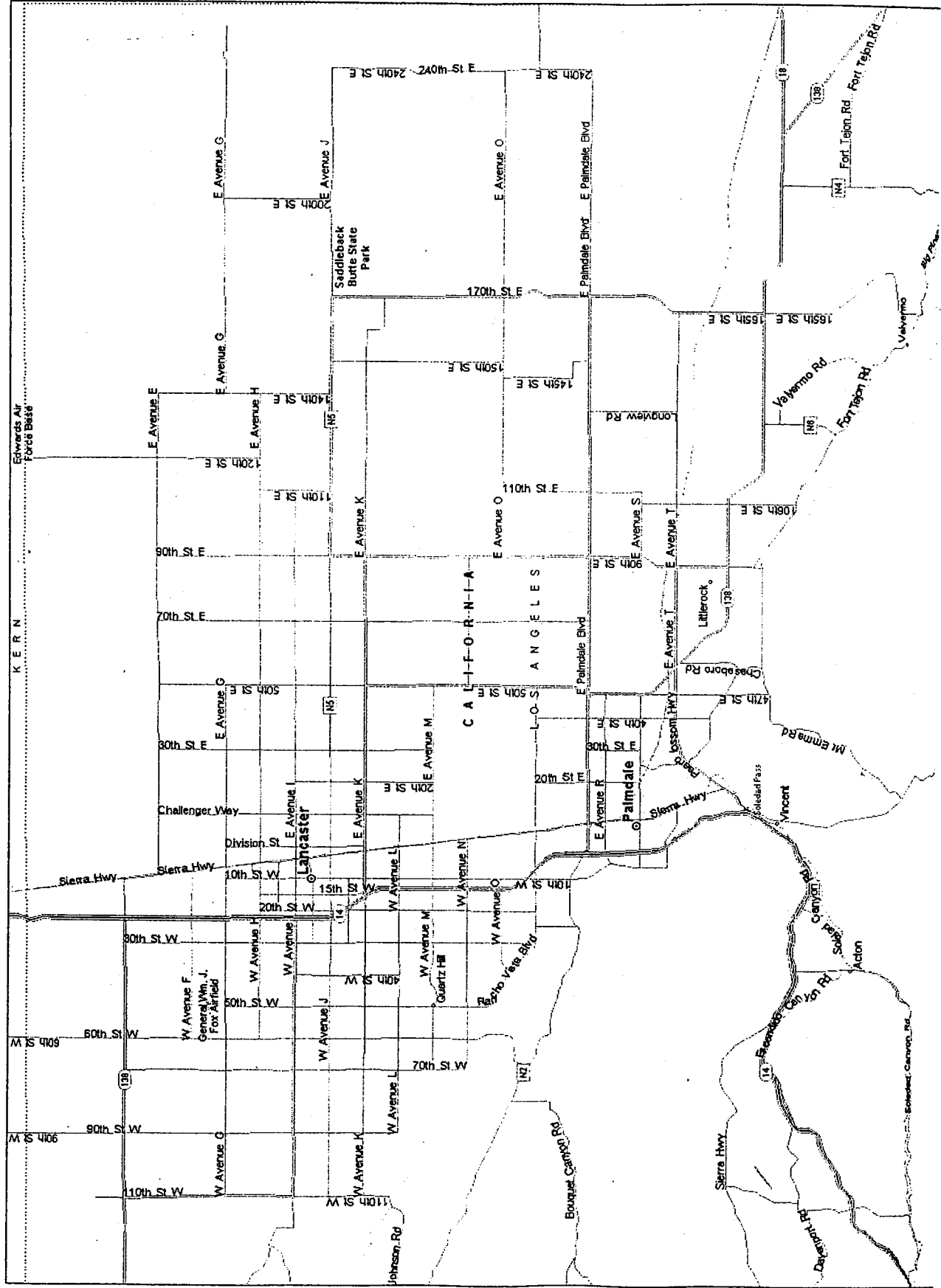
need to complete an application, a screening process with the Administrative Interns, and a background check (provided by the Sheriff's Department). All successful applicants will be trained to work directly with GVS youth.

The Administrative Interns will have responsibility for facilitating the match of the adult mentor with the identified gang member. Students referred to the adult mentor will be known to have at least "experimented" in gang activity. The adult mentors will be cross-trained for this task (e.g., trained in Project LINK and trained in gang prevention strategies). The activities between the adult mentor and gang member will be structured to focus on strategies to divert the youth away from gangs and gang activity, and increase social skills by providing regular, structured pro-social activities (e.g., mentoring events) between the adult and youth. Activities could include: local sporting events, BBQ's prior to athletic events, attendance at U-CAN's "180 Club Night", and other pro-social, fun events.

#### **Optional Objective 4: Local Needs**

No optional education objectives are being proposed for the AV-GVS Program in its first year. Optional objectives may be proposed in future years, as the OCC and LCC identify student and campus needs related to educational component's activities. We will use data collection, analysis, and reporting methods described under the Objective 1 Narrative, to monitor student and campus needs.

# Map of Target Area



**Gang Prosecution Procedures**  
**Los Angeles County District Attorney**

**2005**

- Psychiatric Section:

The Psychiatric Section handles cases involving defendants' current and future mental status. These cases require specialized knowledge to ensure that our community is protected from extremely dangerous and unstable individuals.

Welfare Fraud Division

The Welfare Fraud Division investigates and prosecutes recipient welfare fraud cases countywide. Generally, non-recipient cases are not handled by this division. There is no dollar or loss amount on cases that will be filed, but absent aggravating circumstances, the loss must usually exceed \$1500.

Workers' Compensation Fraud Division

The Workers' Compensation Fraud Division investigates and vertically prosecutes cases against doctors, lawyers, employers, employees and others that commit fraud within the workers' compensation system. This division files cases countywide and requires no minimum dollar loss for filing consideration. The division also provides training to investigative agencies handling workers' compensation cases.

**1.07.02 Bureau of Specialized Prosecutions**

The Bureau of Specialized Prosecutions includes the Family Violence Division, Hardcore Gang Division, Juvenile Division, Major Crimes Division, Major Narcotics Division, Organized Crime Division, Sex Crimes Division and Target Crimes Division.

Family Violence Division

The Family Violence Division vertically prosecutes aggravated crimes of domestic violence committed within the Central District of the Superior Court. Family Violence Division deputies provide legal support and resources for domestic violence prosecutions throughout the office. Additionally, deputies assigned to this division frequently provide training, consultation and support services to county departments, law enforcement agencies and domestic violence and child abuse councils and committees. Requests for expert witness referrals in domestic violence cases may be made to this division. Family Violence Division deputies are familiar with the recognized experts in the domestic violence area and can provide referrals to deputies seeking guidance.

Hardcore Gang Division

The Hardcore Gang Division vertically prosecutes serious or violent felonies in which a victim or suspect is a known gang member. Most of the cases are murders and attempted murders; however, because of the nature of the criminal activity of certain gangs, the scope of cases handled may include bribery, extortion, and other non-violent felonies.

When grant funding allows, the Hardcore Gang Division staffs community-based programs targeting specific gangs in specific geographic areas.

#### Juvenile Division

The Juvenile Division prosecutes all crimes, both felony and misdemeanor, committed by juveniles countywide. It is divided into two regions.

Juvenile Division North includes the following Juvenile and Juvenile satellite offices:

- Eastlake
- Pasadena
- Pomona
- Sylmar
- Antelope Valley

Juvenile Division South includes the following Juvenile offices:

- Compton
- Kenyon Juvenile Justice Center
- Inglewood
- Long Beach
- Los Padrinos

#### Major Crimes Division

The Major Crimes Division vertically prosecutes major crimes and significant cases of public interest prosecuted by the District Attorney's Office. The cases are typically complex and involve high-profile crimes or defendants. The division also prosecutes crimes committed by members of prison gangs such as the Mexican Mafia and Aryan Brotherhood.

#### Major Narcotics Division

The Major Narcotics Division vertically prosecutes cases involving significant narcotics trafficking and manufacturing organizations operating in the greater Los Angeles area. The Major Narcotics Division is also responsible for coordinating the approval, preparation and execution of all wiretaps issued by the District Attorney's Office.

#### Organized Crime Division

The Organized Crime Division vertically prosecutes criminal enterprises organized to supply illegal goods and services, and enterprises that conduct illegal activities, such as murder, solicitation, hijacking, extortion, kidnapping, insurance fraud, loan sharking, gambling, forgery, pimping, pandering, and terrorist-related activities.

The Organized Crime Division includes the Hate Crimes Section. Deputies in the Hate

## **12.07 STREET GANGS**

### **Commentary**

*Street gangs present an extreme threat to our society; street gang members are often far more dangerous than the typical, individual criminal acting alone. Street gang members should be punished more severely than non-gang members for their crimes because of the danger they present to the community. Deputies must aggressively seek harsher sentences for street gang members in every case whether or not the instant offense was gang related. The objective is to use every opportunity to remove gang members from the streets. For crimes for which the usual sentence is a county jail sentence, if the defendant is a gang member, we will seek a state prison commitment.*

### **12.07.01 Case Settlement in Street Gang Cases**

A street gang defendant must plead guilty to all charges in any case settlement. Deputies may reduce the charged offense or dismiss counts only when warranted in the interests of justice. Deputies may consider the following factors in making this determination:

- Insufficiency of the evidence;
- The testimony of a material witness cannot be obtained;
- A reduction or dismissal of counts would not result in a substantial change in the maximum sentence for all charged offenses and enhancements; or
- The information or testimony of a defendant is necessary for the conviction of other defendants.

### **12.07.02 Sentencing in Street Gang Cases**

Deputies must aggressively seek the maximum appropriate sentence on all counts for which a street gang defendant is convicted. Street gang membership is an aggravating factor that outweighs virtually any mitigating factor. Before the sentencing hearing, deputies should submit a Memorandum of Points and Authorities detailing all factors in aggravation. Deputies must advise the court the defendant is a gang member and argue that factor as a basis for substantially increasing the punishment imposed.

### **12.07.03 Probation Conditions in Gang Cases**

Deputies must recommend that the court impose the following conditions on any defendant involved in a street gang who is placed on probation:

- The defendant must be subject to search upon the request of a law enforcement officer;
- The defendant must be subject to substance abuse testing whenever permitted by law;
- The defendant must not associate with other street gang members and shall stay away from specified locations frequented by street gang members; and

- The defendant must not wear or display any common identifying sign or symbol of the street gang.

## **12.08 HATE CRIMES**

### ***Commentary***

*Hate crimes have far-reaching social implications. Hate crimes not only harm those who are victims, but also generate concern, fear and anger within vulnerable populations and the general public. Hate crimes are serious offenses; at sentencing deputies must emphasize the long-term damage to the victim and the community that crimes committed out of hate cause. Deputies must make every effort to obtain a sentence that is substantial yet appropriate in light of the charges and the facts.*

Deputies may not settle felony hate crimes cases without consulting with a member of the Hate Crimes Unit. This procedure will ensure consistent case dispositions throughout the county and enable us to more effectively communicate the results of our efforts to the community.

### **12.08.01 State Prison for Felony Hate Crimes**

Deputies must seek a state prison sentence for a felony hate crime whenever the facts and/or the defendant's prior record indicate that state prison is appropriate. State prison may be an appropriate sentence for a felony hate crime even if the underlying conduct, without hate motivation, would be misdemeanor conduct. (Penal Code § 422.7)

### **12.08.02 Probation Conditions for Hate Crimes**

In all hate crimes cases in which the defendant is granted probation, deputies must vigorously urge the sentencing court to impose a counseling program, victim restitution and other relevant conditions pursuant to Penal Code § 422.95. For further discussion of probation conditions for hate crimes, refer to the *Probation and Sentence Hearings* chapter of this manual.

### **12.08.03 Case Settlement Notification to Hate Crimes Unit**

Deputies must notify the Hate Crimes Unit of all hate crimes case settlements. Penal Code § 13023 requires local prosecutorial agencies to report all hate crimes statistics to the Attorney General's Office. The Hate Crimes Unit collects, compiles and submits these statistics.

## **12.09 ARMED OR VIOLENT OFFENDERS**

Defendants charged with felonies involving violence and/or weapons listed in Penal Code § 1192.7 must plead guilty to every count and admit every enhancement and special allegation sufficient to expose them to the maximum sentence. The term "maximum sentence" is the maximum sentence that can lawfully be imposed considering the court

At the time of a plea, deputies must state the disposition on the record in open court. Deputies must not make off-the-record dispositions, agreements or understandings unless a matter legitimately requires confidentiality.

#### **12.04.04 Restitution**

Deputies are to seek the maximum appropriate restitution fine and penalty assessment. In addition, deputies must seek restitution for the victim for actual losses or damages.

#### **12.04.05 Stipulation to Probable Cause**

Deputies shall not attempt to obtain a stipulation that there was probable cause to arrest a defendant in exchange for a reduction or dismissal of a criminal charge. The California Rules of Professional Conduct, Rule 5-100, prohibit an attorney from threatening to present a criminal charge to obtain an advantage in a civil dispute.

#### **12.05 "THREE STRIKES"**

All qualifying prior felony convictions shall be alleged in the pleadings pursuant to Penal Code § 1170.12(d)(1). Prior to seeking dismissal of any strike, the prior strike case files shall be reviewed, if available, in order to fairly evaluate mitigating and aggravating factors. If it is determined that proof of a prior strike cannot be obtained or that the alleged strike is inapplicable, dismissal of the strike shall be sought after obtaining Head Deputy approval.

##### **12.05.01 Presumed Third Strike Cases**

If a defendant has two or more qualifying prior felony convictions, the case is presumed to be a third strike case warranting a minimum 25 years-to-life sentence when at least one of the new charged offenses is a serious or violent felony or any controlled substance charge in which an additional enhancement pursuant to Health and Safety Code §§ 11370.4 or 11379.8 is alleged. This presumption may be rebutted. If the current offense does not involve the use or possession of a firearm or deadly weapon, injury to a victim, violence or the threat of violence, a Head Deputy may authorize seeking dismissal of a strike after consideration of all of the following:

- Remoteness of the strikes;
- Whether the strikes involved the use or possession of a weapon, injury to a victim, violence or the threat of violence;
- Whether the strikes arose from one incident or transaction; and
- Any other mitigating or aggravating factors enumerated in the California Rules of Court, Rules 4.421 and 4.423.

##### **12.05.02 Presumed Second Strike Cases**

If a defendant has two or more qualifying prior felony convictions, the case is presumed



to be a second strike case if none of the charged offenses is a serious or violent felony or any controlled substance charge in which an additional enhancement pursuant to Health and Safety Code §§ 11370.4 or 11379.8 is alleged. This presumption may be rebutted. A Head Deputy may decline to seek dismissal of a strike if the current offense involves the use or possession of a firearm or deadly weapon, injury to a victim, violence or the threat of violence.

If, in the Head Deputy's judgment, factors other than those enumerated above warrant a third strike sentence, that recommendation supported by a written memorandum should be referred to the Bureau Director for final decision. The memorandum should include an evaluation of the seriousness of the current crime, the facts underlying the prior convictions and the defendant's character, background and any other aggravating and mitigating factors set forth in the California Rules of Court, Rules 4.421 and 4.423.

In all instances in which a case is pursued as a second strike case, all Penal Code § 667.5(b) priors shall be pled and proved or admitted.

#### **12.05.03 Head Deputy Third Strike Disposition Report**

A Head Deputy shall prepare a "Head Deputy Third Strike Disposition Report" in all third strike cases. This report shall be prepared in every case in which the pleadings at any stage of the proceedings allege two or more strikes against a defendant. The original report shall be placed in the case file. A copy shall be sent to the Bureau Director within five days after the case is concluded. A file of all "Head Deputy Third Strike Disposition Reports" shall be maintained in the Head Deputy's office.

If a Head Deputy authorizes dismissal of a strike in a presumed third strike case, the traditional Disposition Report shall discuss the applicability of the factors set forth in this case settlement policy.

If a Head Deputy authorizes prosecution as a third strike case in a presumed second strike case, the traditional Disposition Report shall discuss the applicability of the factors set forth in this case settlement policy.

#### **12.05.04 Second Strike Cases**

In a case with only one qualifying strike, a Head Deputy may authorize seeking the dismissal of a strike in the interests of justice and agree to an appropriate prison or probationary sentence only when all of the following factors exist:

- The current offense is not a serious or violent felony;
- The strike offense occurred more than ten years ago;
- The strike offense did not involve the use or possession of a firearm or deadly weapon, injury to a victim, violence or the threat of violence;
- There exist mitigating factors enumerated in the California Rules of Court, Rules 4.421 and 4.423.

Whenever a Head Deputy authorizes seeking the dismissal of a strike pursuant to this section, a traditional Disposition Report shall be prepared.

#### **12.05.05 Case Settlement**

The decision whether to seek dismissal of a strike shall be made at the earliest practical stage. Once that decision is made, it shall be promptly communicated to the court and defense counsel. This procedure shall be followed even if a defendant chooses to proceed to trial.

##### **Commentary**

*The Three Strikes law, Penal Code §§ 1170.12 (a)-(d), provides a powerful tool for obtaining life sentences in cases involving habitual criminal offenders. However, unless used judiciously, it also has the potential for injustice and abuse in the form of disproportionately harsh sentences for relatively minor crimes. The Three Strikes statutory scheme appropriately authorizes the use of prosecutorial discretion in its implementation.*

*As prosecutors, it is our legal and ethical obligation to exercise this discretion in a manner that assures proportionality, evenhanded application, predictability and consistency. Moreover, the potential for coercive plea-bargaining must be avoided.*

*Penal Code § 1170.12 (d)(2) authorizes prosecutors to move to dismiss or strike a qualifying prior felony conviction in the furtherance of justice pursuant to Penal Code § 1385. In this context, "in furtherance of justice" requires consideration of the constitutional rights of the defendant and the interests of society. (See *People v. Superior Court (Romero)* (1996) 13 Cal. 4th 497 and its progeny, e.g., *People v. Williams* (1998) 17 Cal. 4th 148 and *People v. Ortega* (2000) 84 Cal. App. 4th 659.) Proper exercise of prosecutorial discretion protects society and preserves confidence in and respect for the criminal justice system.*

*This policy is designed to provide clear guidelines for the exercise of prosecutorial discretion in this important area.*

*Implementation of this policy and its effects will be closely monitored to assure that its objectives are being fulfilled. If the results of this policy indicate the need for modifications in the future, they will be promulgated accordingly.*

#### **12.06 CONTROLLED SUBSTANCES**

The pervasive problem of drug abuse in our society is well documented. Approximately fifty percent of our cases are drug cases and as many as one half of the remaining cases are drug motivated. The street dealer's role is particularly important in the overall picture of drug dealing. Therefore, it is office policy to target and incarcerate those who sell narcotics - first offense, no exceptions.

##### **12.06.01 Sale and Possession for Sale Cases**

In controlled substances cases, deputies may not reduce a sale or possession for sale

## **SPECIAL DIRECTIVE 00-02**

**TO: ALL DEPUTY DISTRICT ATTORNEYS (Criminal)**  
**FROM: STEVE COOLEY**  
**District Attorney**  
**SUBJECT: MODIFICATION OF THREE STRIKES POLICY**  
**SUPERCEDES SPECIAL DIRECTIVE NO. 97-04;**  
**REPLACES LEGAL POLICIES MANUAL, CHAPTER 7,**  
**SECTION IV. B.3.I.c.and d. and IV. B.3.2**  
**DATE: DECEMBER 19, 2000**

### **PRELIMINARY MATTERS**

All qualifying prior felony convictions shall be alleged in the pleadings pursuant to Penal Code Section 1170(d)(1). Prior to seeking dismissal of ANY strike, the prior strike case files shall be reviewed, if available, in order to fairly evaluate mitigating and aggravating factors. If it is determined that proof of a prior strike cannot be obtained or that the alleged strike is inapplicable, dismissal of the strike shall be sought after obtaining approval of the appropriate Head Deputy.

### **PRESUMED THIRD STRIKE CASES**

If a defendant has two or more qualifying prior felony convictions, the case is **PRESUMED** to be a Third Strike case warranting a minimum 25 years-to-life sentence when at least one of the new charged offenses is a serious or violent felony or is any controlled substance charge in which an additional enhancement pursuant to HEALTH AND SAFETY CODE Sections 11370.4 or 11379.8 is alleged.

This presumption may be rebutted. If the current offense does not involve the use or possession of a firearm or deadly weapon, injury to a victim, violence or the threat of violence, the Head Deputy may authorize seeking dismissal of a strike after consideration of all of the following:

1. Remoteness of the strikes.
2. Whether the strikes involved the use or possession of a weapon, injury to a victim, violence or the threat of violence.
3. Whether the strikes arose from one incident or transaction, and
4. Any other mitigating or aggravating factors enumerated in the California Rules of Court, Rules 421 and 423.

### **PRESUMED SECOND STRIKE CASES**

If a defendant has two or more qualifying prior felony convictions, the case is **PRESUMED** to be a Second Strike case if none of the charged offenses is a serious or violent felony or is any

controlled substance charge in which an additional enhancement pursuant to HEALTH AND SAFETY CODE Sections 11370.4 or 11379.8 is alleged.

This presumption may be rebutted. The Head Deputy may decline to seek dismissal of a strike if the current offense involves the use or possession of a firearm or deadly weapon, injury to a victim, violence or the threat of violence.

If in the judgment of the Head Deputy, factors other than those enumerated above warrant a Third Strike sentence, that recommendation supported by a written memorandum should be referred to the appropriate Bureau Director for final decision. The memorandum should include an evaluation of the seriousness of the current crime, the facts underlying the prior convictions and the defendant's character, background and any other aggravating and mitigating factors set forth in the California Rules of Court, Rules 421 and 423.

In all instances where a case is pursued as a Second Strike case, all Penal Code Section 667.5(b) priors shall be pled and proved or admitted.

### **DOCUMENTATION OF THIRD STRIKE CASES**

1. The Head Deputy shall prepare a Head Deputy Third Strike Disposition report in all Third Strike Cases.
2. This report shall be prepared in every case in which the pleadings at any stage of the proceedings allege two or more strikes against a defendant.
3. The original report shall be placed in the District Attorney case file. A copy shall be sent to the appropriate Bureau Director within five days after the case is concluded. A file of all Third Strike Disposition Reports shall be maintained in the office of the Head Deputy.
4. If a Head Deputy authorizes dismissal of a strike in a presumed Third Strike case, the traditional Disposition Report shall discuss the applicability of the factors set forth in this Special Directive.
5. If a Head Deputy authorizes prosecution as a Third Strike case in a presumed Second Strike case, the traditional Disposition Report shall discuss the applicability of the factors set forth in this Special Directive.

### **SECOND STRIKE CASES**

In a case with only one qualifying strike, the Head Deputy may authorize seeking the dismissal of a strike in the interests of justice and agree to an appropriate prison or probationary sentence ONLY when:

1. The current offense is not a serious or violent felony; and
2. The strike offense occurred more than 10 years ago; and
3. The strike offense did not involve the use or possession of a firearm or deadly weapon, injury to a victim, violence or the threat of violence; and

4. There exist mitigating factors enumerated in the California Rules of Court, Rules 421 and 423.

Whenever a Head Deputy authorizes seeking the dismissal of a strike pursuant to this section, a traditional Disposition Report shall be prepared.

#### **CASE SETTLEMENT**

The decision of whether or not to seek dismissal of a strike SHALL be made at the earliest practicable stage. Once that decision is made, it shall be promptly communicated to the court and defense counsel. This procedure shall be followed even if a defendant chooses to proceed to trial.

#### **2.08.04 Consolidation of Cases**

When there is a pending felony case in Los Angeles County, a deputy shall try to consolidate, whenever possible, the new felony filing with the pending case and add a Penal Code § 12022.1 enhancement (commission of a new crime while on bail or own recognizance).

Whenever a deputy handling a pending case becomes aware of the possibility of new felony charges against the defendant, but has not received a Memorandum of Related or Pending Felony Case(s), he/she should attempt to determine the status and nature of the new case and document the findings in the pending case file.

Whenever a new felony is filed against an accused who is already being prosecuted by this office for a felony offense, the filing deputy should prepare a "Memorandum of Related or Pending Felony Case(s)." A copy of the memorandum should be placed in the new case file and a copy should be forwarded to the office or division handling the pending case.

In addition to preparing the "Memorandum of Related or Pending Felony Case(s)," the deputy filing the new case should contact the deputy handling the pending case in order to facilitate consolidation. In taking steps to consolidate cases, deputies should consider where the most serious offense occurred and which location will be best for the prosecution of the case and will best serve the convenience of the witnesses and the police agencies. In all cases in which consolidation is under consideration, a deputy should confer with the appropriate supervisor.

#### **2.09 ALTERNATIVE FELONY/MISDEMEANOR CRIMES**

An alternative felony/misdemeanor (i.e., wobbler) shall be charged as a felony unless a deputy believes that a misdemeanor sentence is warranted under all the circumstances.

##### **2.09.01 Presumptive Felony Filings**

The following factors normally warrant a felony prosecution:

##### **Prior Record**

A misdemeanor prosecution should not normally be considered if the defendant:

- Has been convicted, within the past five years, for the same type of criminal conduct, whether felony or misdemeanor;
- Has been committed to state prison for the same type of crime within the previous ten years;
- Has been committed to the California Youth Authority or camp or suffered more than one felony sustained petition within the previous five years; or
- Has a record of charges and/or convictions for any type of criminal conduct

within the past five years demonstrating the defendant's habitual criminality.

When the present crime involves domestic violence or child abuse, prior similar crimes or a past history of violent behavior shall be considered, even if the prior incidents were not brought to the attention of the criminal justice system. It is important to remember that crimes of domestic violence and child abuse are frequently repetitive and escalating in degree.

### Severity of the Crime

A misdemeanor prosecution should not normally be considered if the defendant:

- Attempted to injure another with the use of a deadly weapon or instrument, whether successfully or not;
- Regardless of the means used, caused permanent injuries, temporary injuries requiring hospitalization, or temporary injuries substantially incapacitating another for a significant period. In mutual combat fights situations, all circumstances should be considered including the relationship between the parties and any prior criminal history of the parties;
- Physically attacked and injured in any significant way a child, an elderly or handicapped person, in the commission of the crime;
- Possessed a loaded firearm at the time of the commission of the crime, and the crime is such that a loaded firearm could be used to facilitate its commission;
- Committed a battery on a police officer inflicting other than minor injuries;
- Committed a crime against another's property of a provable value over \$1000. If the provable value of the loss is less than \$500, a misdemeanor prosecution is preferable unless clearly barred by other provisions of these policies or unless the particular type of crime has an unusual and special impact on the community. If the value of the loss is between \$500 and \$1000, a deputy should exercise discretion and consider factors other than the amount of the loss;
- Possessed a quantity of controlled substances in violation of Health and Safety Code § 11357 or 11377 larger than that normally used for personal consumption; or
- Was engaged in bookmaking related to an extensive bookmaking operation or to organized crime.

### Probability of Continued Criminal Conduct

Because a probability of continued criminal conduct may be inferred from the following factors, a misdemeanor prosecution should not normally be considered if the defendant:

- Has demonstrated that he/she is a professional criminal by modus operandi, the tools used in the commission of the crime, his/her criminal associations, or other similar circumstances; or
- Has committed a crime related to gang activities or organized crime.

## Eligibility for Probation

Except in unusual cases when the interests of justice demand a departure, if the accused is statutorily ineligible for probation, a felony charge should be filed.

### *Commentary*

*Penal Code § 17(b)(4) gives a prosecutor a unique crime charging tool. These policies provide a framework for considering the application of Penal Code § 17(b)(4). This framework can be systematic without being rigid. Most cases do clearly and properly fall into a felony or misdemeanor category. However, the use of the words "should not normally be considered" leave a prosecutor with the discretion necessary for reaching a proper decision in those cases that cannot be easily categorized.*

*The factors stated are proper factors to consider in determining whether a particular accused appears to deserve a felony or misdemeanor sentence. Factors which should not be considered include (1) the attitude of the victim, witnesses, or law enforcement toward the decision (unless it illuminates the legitimate factors for consideration), and (2) the accused's family, economic, immigration or professional status.*

*The dollar limitations apply only when the accused's prior record and modus operandi are such that a misdemeanor sentence is otherwise warranted. It is not suggested that the current \$400 dividing line between grand and petty theft should be changed. For example, if an accused stole \$400 worth of merchandise and had a prior felony theft conviction that was four years old, the case should be filed as a felony. If the accused took \$1000 worth of merchandise, but had no prior criminal record, the case should still be filed as a felony. If an accused stole \$750 worth of merchandise, and had no prior criminal record, a deputy, in determining whether a misdemeanor sentence is warranted, should consider factors such as the manner of the theft, the likelihood that the accused has been involved in similar thefts, the accused's cooperation, and the victim's vulnerability. The accused's age might also be relevant in this situation.*

*In applying these policies a deputy should consider the threatened or potential provable loss as well as the actual loss. For example, if an accused is arrested at the scene of a commercial burglary before having the opportunity to steal, a deputy should consider what the provable loss might have been considering the nature of the premises, the time, the modus operandi, and the nature of the objects available for theft.*

### **2.09.02 Presumptive Misdemeanor Filings**

In the following cases, a misdemeanor prosecution pursuant to Penal Code § 17(b)(4) should normally be considered regardless of the provisions set forth above:

- Cases that become felonies solely because of Penal Code § 666, unless the accused is a persistent violator;
- Violations of Penal Code § 261.5, unless there is a substantial age difference between defendant and victim, or a relationship of special trust, such as



- teacher-pupil;
- Violations of Penal Code § 12020, unless the weapon is a sawed-off shotgun, was used in the commission of another felony, or was possessed under circumstances which pose an apparent threat of injuries to others;
- Cases involving small amounts of property or contraband;
- Violations of Penal Code § 476a, unless the accused is a persistent violator or unless the crime is part of a major fraudulent scheme. If the value of the checks issued with insufficient funds is less than \$500, a misdemeanor prosecution is generally preferable. If the value of the checks issued with insufficient funds is greater than \$1,000, a felony prosecution is generally preferable; and
- Violations of Vehicle Code §§ 20001 and 23153, unless severe injuries were sustained, or the accused has a bad driving record.

#### **Commentary**

*The crimes listed above normally receive misdemeanor sentences in the absence of the exceptions indicated. The exceptions are difficult to define legislatively and are frequently applicable. It is, therefore, not suggested that any of these crimes be reduced by the legislature from alternate felony/misdemeanors to simple misdemeanors.*

*However, these crimes should not be treated as misdemeanors when the gravamen of the crime is something other than the taking of property or possession of contraband (e.g., burglary, where the gravamen of the crime may be invasion of privacy or the intent to cause a greater loss).*

#### **2.09.03 Other Factors That Warrant Consideration**

In close decisions regarding the use of Penal Code § 17(b)(4), a deputy may consider the following additional factors in weighing the propriety of a felony sentence:

- The defendant's cooperation as demonstrated by his/her voluntary confession, assistance in the recovery of property, information regarding other criminal activity of the accused or others, voluntary restitution, or other like factors; or
- The defendant's age if it may result in a commitment to the California Youth Authority rather than to state prison.

#### **2.09.04 Multiple Defendants**

When multiple defendants can be charged with a felony, and at least one appears to deserve a felony sentence for the crime(s), all should be charged initially with a felony. The legislature has expressed a preference for joining defendants as evidenced by Article 1, Section 30 of the California Constitution, and Penal Code § 1050.1.

#### **Commentary**

*The use of separate felony and misdemeanor prosecutions for codefendants would waste judicial resources, unnecessarily inconvenience witnesses, and should be avoided. Misdemeanor dispositions are still possible for the eligible codefendant(s)*

## **CHAPTER 7**

### **SPECIAL CIRCUMSTANCES CASES**

#### **7.01 CHARGING**

In a special circumstances case, the accused may be punished by death or life in prison without the possibility of parole (LWOP) if one or more special circumstances enumerated in Penal Code § 190.2 are charged and found to be true. Special circumstances cases should be vertically prosecuted. The following procedures shall be followed in all special circumstances cases.

##### **7.01.01 Authority to File**

A special circumstances case shall not be filed by other than a Deputy District Attorney IV or higher, or a designated filing deputy. A special circumstance allegation shall be charged if there is sufficient evidence to establish probable cause to believe that the special circumstances allegation is applicable, and regardless of whether the death penalty is ultimately sought.

The decision whether to seek the death penalty generally shall not be determined until after the preliminary hearing. Because of the possibility that the death penalty may be sought, the accused is ineligible for bail. (Article I, Section 12 of the California Constitution)

The filing deputy shall examine all available evidence to determine whether a special circumstances allegation exists. The filing deputy shall use the Request for Supplementary Case Preparation form to request further investigation when required to make this determination.

#### **7.02 PRELIMINARY HEARING**

When a special circumstances allegation is charged in the complaint, the prosecutor shall present supporting evidence at the preliminary hearing. The preliminary hearing deputy need not be a Deputy District Attorney IV. Head Deputy approval is required before Proposition 115 hearsay testimony of any key witness is used at a preliminary hearing in a special circumstances case.

When a special circumstances allegation is not filed in the complaint, but it is later determined before the preliminary hearing that the evidence supports a special circumstances allegation, the complaint shall be amended, filed with the court and a copy given to defense counsel as soon as possible.

When a special circumstances allegation is not charged in the complaint because of lack of evidence at the time of filing, and the preliminary hearing deputy becomes aware of

facts that support a special circumstances allegation, the deputy shall present all available evidence at the preliminary hearing. Upon completion of the preliminary hearing, the deputy shall notify the Head Deputy or Deputy-in-Charge that the case qualifies as a special circumstances case.

The Head Deputy or Deputy-in-Charge shall authorize the filing of the special circumstances allegation in the information when sufficient evidence in support thereof has been presented at the preliminary hearing and the accused has had due notice of the charge. (*Talamantez v. Superior Court* (1981) 122 Cal.App.3d 629, 634-636)

The special circumstances allegation that the defendant was previously convicted of murder, Penal Code § 190.2(a)(2), must be supported by evidence presented at the preliminary hearing. (*People v. Superior Court (Sholes)* (1995) 31 Cal.App.4th 564, 568-569)

### **7.03 GRAND JURY INDICTMENTS**

The same procedures set forth in this manual for securing approval to appear before the Grand Jury in other cases apply in special circumstances cases.

Evidence supporting the special circumstances allegation(s) known at the time the case is presented to the Grand Jury shall be proved during the Grand Jury proceeding.

### **7.04 SPECIAL CIRCUMSTANCES PENALTY EVALUATION**

Within ten working days following the preliminary hearing or the return of a Grand Jury indictment, the Head Deputy shall cause a "Special Circumstances Penalty Evaluation" memorandum to be executed and transmitted to the Bureau Director containing a factual summary of the case, an evaluation of the case and his/her recommendation regarding the appropriateness of the death penalty. The penalty recommendation constitutes privileged attorney work product and shall not be disclosed to the court or opposing counsel.

If it is not possible to complete the evaluation within the ten-day period, the Head Deputy shall send a memorandum to the Bureau Director explaining the specific reasons for the delay and the expected completion date of the evaluation.

#### **7.04.01 Bureau Director Evaluation**

The Bureau Director shall forward the Special Circumstances Penalty Evaluation along with a memorandum containing his/her evaluation and penalty recommendation to the Special Circumstances Committee Chair within five days of receipt.

#### **7.04.02 Special Circumstances Committee Evaluation and Recommendation**

Upon receipt of all applicable memoranda, the Special Circumstances Committee will meet and consider the case. The Special Circumstances Committee shall consider all

material submitted in accord with this procedure in making its recommendation.

Individual committee members make penalty recommendations to the Committee Chair. The Committee Chair makes the final decision regarding the penalty to be sought. The Committee Chair may defer making a penalty decision to obtain additional information.

The Special Circumstances Committee Chair is responsible for determining whether this office will seek the death penalty in every special circumstances case.

#### **7.04.03 Appropriateness of Death Penalty**

A recommendation that the death penalty is appropriate shall not be made unless it is believed that the evidence bearing on the issue is of such convincing force that a reasonable and objective fact finder, after considering all the relevant evidence, would conclude that the aggravating circumstances outweigh the mitigating circumstances (as defined in Penal Code § 190.3) and justify the death penalty. This recommendation shall be made after careful deliberation, taking into account all relevant aggravating and mitigating circumstances, including but not limited to the following factors:

- The circumstances of the crime charged in the present proceeding and the existence of any special circumstances as enumerated in Penal Code § 190.2;
- The presence or absence of criminal activity by the accused which involved the use or attempted use of force or violence or the express or implied threat to use force or violence;
- The presence or absence of any valid prior felony conviction;
- Whether the offense was committed while the accused was under the influence of extreme mental or emotional disturbance;
- Whether the victim was a participant in the accused's homicidal conduct or consented to the homicidal act;
- Whether the offense was committed under circumstances which the accused reasonably believed to be a moral justification or extenuation for his/her conduct;
- Whether the accused acted under extreme duress or under the substantial domination of another person;
- Whether at the time of the offense the capacity of the accused to appreciate the criminality of his/her conduct or to conform his/her conduct to the requirements of law was impaired as a result of mental disease or the effects of intoxication;
- The age of the accused at the time of the crime;
- Whether the accused was an accomplice to the offense and his/her participation in the commission of the offense was relatively minor;
- Any other circumstance which extenuates the gravity of the crime even though it is not a legal excuse for the crime; and
- The accused's character, background, history, mental condition and physical condition, except that no criminal activity which did not involve the express or implied threat to use force or violence shall be considered unless it has resulted in a prior felony conviction.

A recommendation that the death penalty is appropriate must be the result of an informed opinion, taking into account the circumstances set forth above, together with the four basic purposes of a criminal prosecution, which are:

- The protection of society from individuals who pose a danger to others;
- The deterrence of other individuals from posing a similar danger in the future;
- The punishment of individuals for failing to fulfill their responsibilities to obey the laws on which the preservation of an orderly and free society rests; and
- The rehabilitation of individuals to the extent that they will no longer be a threat to others.

The factors listed above shall be addressed in the "Special Circumstances Penalty Evaluation" memorandum submitted to the Special Circumstances Committee Chair.

#### **7.04.04 Change of Penalty Recommendation**

Once the Special Circumstances Committee Chair has determined the appropriate penalty in a special circumstances case, any change shall require the prior, written approval of the Committee Chair. The assigned deputy shall prepare a memorandum setting forth the facts, reasons and justification for, the proposed action. The memorandum shall be forwarded to the Special Circumstances Committee Chair through the Head Deputy and Bureau Director. The Head Deputy and Bureau Director shall review the memorandum and include a separate memorandum adopting or rejecting the proposed change.

The change may be from a greater to a lesser penalty or from a lesser to a greater penalty. (*Leo v. Superior Court* (1986) 179 Cal.App.3d 274, 284) The change must be objectively determined in accordance with the criteria set forth above.

Notice shall be given to the defense attorney and defendant as soon as possible if a penalty decision is changed. In addition, at the next court appearance the prosecutor shall state on the record that the decision as to the appropriate penalty has been changed and that the defense attorney and defendant have been notified.

Defense attorneys are not to be referred directly to the Committee Chair before conferring with the Head Deputy and Bureau Director.

#### **7.04.05 Waiver and Agreement Form When Death Penalty Not Appropriate**

If it is decided that the death penalty is not appropriate, the Committee Chair will send a letter together with a "Waiver and Agreement" form to the defendant's attorney providing notice that the District Attorney's Office is not seeking the death penalty. The defendant, through counsel, will be invited to (a) waive any right to a penalty hearing to which he/she may be entitled and (b) agree that the judge may impose a sentence of life imprisonment without possibility of parole in lieu of a penalty hearing if the defendant is found guilty of first-degree murder and a special circumstances allegation is found true. The trial deputy shall file a copy of the letter with the court.

If the accused, both personally and through counsel, executes a waiver and agreement form, the trial deputy shall file the completed form with the court. If the accused is convicted of first-degree murder and a special circumstances allegation is found true, a hearing will be held at which the accused, with the consent of counsel, will orally waive the penalty trial and agree to be sentenced to life imprisonment without possibility of parole.

While it is the policy of this office to seek a defendant's waiver of the penalty phase when it has been determined that the death penalty is not appropriate, a defendant's failure to waive this hearing does not entitle the defendant to a penalty phase hearing. When the District Attorney's Office does not seek the death penalty and the defendant is found guilty of first degree murder and a special circumstance allegation is found to be true, there exists only one other penalty under Penal Code § 190.3. Therefore, there is no triable issue of fact for the jury concerning penalty. The purpose for holding a penalty hearing is eliminated once the decision has been made that the death penalty will not be sought.

However, a defendant's agreement to waive penalty phase does not preclude the Committee Chair from changing the penalty decision to death if newly discovered evidence or information warrants a change. (*Leo v. Superior Court* (1986) 179 Cal.App.3d 274, 283-284) The assigned deputy shall be responsible for advising the Special Circumstances Committee Chair in writing, through the Head Deputy and Bureau Director, of any newly discovered evidence or information relevant to the appropriate penalty to be sought.

#### **7.05 LENIENCY AND IMMUNITY**

All requests to offer leniency or immunity must be submitted in writing through the chain of command to the Special Circumstances Committee Chair.

The deputy shall prepare a memorandum containing the following information:

- A statement of the case which shall include a description of the offense(s), number of defendants, charge(s) filed against each defendant, and a summary of the admissible evidence available to prove the charge(s) without the testimony of the prospective witness;
- The charge(s) for which the prospective witness is being given immunity and any other consideration that is being sought for the witness;
- The reasons justifying the request for immunity;
- A summary of the recorded statement obtained from the prospective witness;
- The stage of criminal proceedings at which the prospective witness will testify;
- Whether any conflict exists with other jurisdictions which may prosecute the crime; and
- The criminal record of the defendant and the prospective witness.

If authorization is obtained from the Special Circumstances Committee Chair to grant leniency or immunity to a witness or suspect, the deputy shall place a copy of the memorandum and authorization in the case file.

## **7.06 JURY TRIAL**

### **7.06.01 Jury Trial Waiver**

The Special Circumstances Committee Chair must approve, through the chain of command, a jury waiver or the refusal to waive jury in special circumstances cases.

### **7.06.02 Multiple Murders - Amended Pleadings**

In any special circumstances case in which a jury has found the accused guilty of multiple murders within the meaning of Penal Code § 190.2(a)(3), the pleadings must be amended to indicate that the accused has been convicted (rather than merely charged) of more than one offense of murder of the first or second degree.

### **7.06.03 Retrials**

The Special Circumstances Committee Chair must decide whether a special circumstances case will be retried.

## **7.07 SPECIAL CASE SETTLEMENT RULES**

The complexion of a case sometimes changes as it passes from stage to stage in the justice system. Factors may emerge which, when considered with all other factors in a case, call for a reevaluation of previous decisions. Because of the unique demands of equal justice that attach to death penalty cases, special rules apply to the dismissal of a special circumstances allegation or settlement of a special circumstances case.

### **7.07.01 When Special Circumstances Allegation Filed**

If it is objectively determined, after filing, that a special circumstances allegation is fatally defective or irremediably deficient for evidentiary or legal reasons, the allegation may be dismissed or the case settled only with prior written approval as follows:

**Penalty Not Determined:** If the Special Circumstances Committee has not yet determined the penalty in a case, the assigned deputy shall prepare an explanatory memorandum setting forth the facts and the justification for the proposed action which shall be forwarded through chain of command to his/her Bureau Director for approval. If approved, the deputy shall place a copy of the memorandum and written approval in the case file.

**Penalty Determined:** If the Special Circumstances Committee has determined the penalty in the case, the assigned deputy shall prepare an explanatory memorandum setting forth

the facts and the justification for the proposed action which shall be forwarded through chain of command to the Special Circumstances Committee Chair for approval. If approved, the deputy shall place a copy of the memorandum and written approval in the case file.

#### **7.07.02 When Special Circumstances Allegation Not Filed**

If a special circumstances allegation is not filed in the complaint, but it is known or discovered that evidence exists to support a special circumstances allegation, under no circumstances shall the case be settled without the prior written approval of the Bureau Director.

##### ***Commentary***

*A special circumstances allegation which is supported by the evidence shall not be dismissed or stricken because of a personal or subjective belief that the case, in some respect, does not warrant either the death penalty or life without the possibility of parole. If the allegation is legally viable, it shall be pursued, or abandoned, only in accord with the above policy and the Felony Case Settlement Policy.*

#### **7.07.03 Departure from Policy**

Any departure from policy in a special circumstances case must be approved in writing by the Special Circumstances Committee Chair, prior to the action being taken, in accordance with the case settlement rules set forth in this chapter and in the *Felony Case Settlement Policy* chapter.

### **7.08 CONCLUSION OF CASE**

#### **7.08.01 Notification to Attorney General if Death Sentence Imposed**

In any case in which a death sentence has been imposed, the trial deputy shall promptly write a letter advising the Attorney General of the sentence and attach the Special Circumstances Penalty Evaluation and all related memoranda. Following approval by the Head Deputy, the letter and attachments shall be sent to:

Office of the Attorney General  
Capital Case Coordinator  
300 South Spring Street  
Los Angeles, California 90013

A copy of the letter shall be placed in the District Attorney case file.

#### **7.08.02 Case Disposition Memorandum**

Within five days after all proceedings have concluded in the trial court, the Head Deputy shall submit a "Special Circumstances Case Disposition Memorandum" through the



Bureau Director to the Special Circumstances Committee Chair. The memorandum shall set forth:

- The deputy or deputies who appeared at significant stages of the proceedings;
- The precise charges of which the defendant was convicted;
- The reasons for an acquittal or dismissal;
- The penalty selected by the court or jury; and
- The specific sentence imposed.

5. Hardcore Gang Division including Strategies Against Gang Environments (S.A.G.E.)

The Hardcore Gang Division handles gang violence cases. All major gang cases such as homicides and other gross crimes of violence are vertically prosecuted by this division. There are specially assigned hardcore deputies in all branch and area offices except Santa Monica. There are specially assigned hardcore deputies in all juvenile offices except Pomona and Los Padrinos. The unit also implements the S.A.G.E. program in various areas of the county. The program places a deputy in the community who provides assistance in obtaining injunctive relief against gang members and acts as a liaison with probation and parole officers.

The policy of this office regarding the prosecution of gang members is contained in SD 89-3 and restated in GOM 93-41. Please note however, that the reporting requirements no longer apply.

a. Special Procedures for Cases Involving the Commission of Violent Crimes by Gang Members with Prior Records Involving a Gang-Related Felony

The purpose of the Hardcore Gang Division is to prioritize prosecutorial resources against violent gang offenders.

A gang-related crime is defined as a crime where the victim or the suspect is a known member of a gang.

Members of this division vertically prosecute gang cases county-wide in both juvenile and adult courts which:

- (1) Involve gang members who have committed murder, or
- (2) Involve gang members who have committed a violent felonious crime where the suspect exhibits an excessive criminal background, and the present offense is a violent gang-related felony involving multiple defendants in both juvenile and adult court, unusual witness intimidation problems or uncommon conspiratorial theories of prosecution requiring expert testimony.

It is critical that Hardcore Gang cases be identified as early as possible. Therefore, in all instances where a case falling within the above guidelines is

submitted for filing of a complaint or a petition, the filing deputy must notify the appropriate Hardcore personnel by telephone.

A prosecutor from this division will evaluate the facts. If the Hardcore Gang Division prosecutor agrees to prosecute the case, he or she will make arrangements with the Head Deputy or Deputy-in-Charge of the referring office to have a duplicate file forwarded to the division. The master file will remain in the venue office.

In most instances, the prosecutor from the Hardcore Gang Division will telephone or go to the originating office to coordinate with the Head Deputy or Deputy-in-Charge the use of support personnel in typing complaints, petitions, subpoenas and search warrants.

6. Major Crimes Division including Organized Crime and Terrorism

The Major Crimes Division handles the investigation and vertical prosecution of specialized cases. Major Crimes handles complex and/or high publicity cases such as multiple murders, child kidnapping, mutilations, and complex prosecutions such as serial killings. Organized Crime handles the prosecution of crimes involving organized crime or the involvement of an organized crime figure. This includes cases involving ethnic organized crime groups and other less traditional groups such as the Mexican Mafia and other prison gangs.

Special policies and procedures regarding cases involving Organized Crime and Terrorism are set forth in Section V. of this chapter.

7. Major Fraud Division including Real Estate Fraud Section

This division prosecutes complex white collar crime where the threshold amount of loss exceeds \$200,000. Deviations from this threshold amount may be made where there is a significant financial impact on a large segment of the community. Among the various crimes prosecuted by this unit are: major thefts committed by embezzlement or false pretenses, embezzlement from trust funds by attorneys, corporate securities fraud, arson fraud, theft of County funds, theft of pension funds, theft of tax and investment funds, theft of personal credit data, computer or electronic fraud, theft from public utilities, theft from a public corporation, commercial and industrial counterfeiting, phone clone fraud, and theft from nonprofit corporations.

The Real Estate Section prosecutes cases involving large scale and complex real estate thefts. The unit focuses on cases involving home-equity fraud, no matter what the amount of loss. Included are cases involving victims who are elderly, unsophisticated, or infirm.

## **ATTACHMENT III**

### **OPERATIONAL AGREEMENTS**

## **OPERATIONAL AGREEMENT**

July 1, 2005 to June 30, 2006

This Operational Agreement stands as evidence that the Los Angeles County Sheriff's Department (herein referred to as LASD) and the **Los Angeles County District Attorney's Office (LADA)** intend to work together toward the mutual goal of providing Gang Violence Suppression services within the Antelope Valley of Los Angeles County. Both agencies believe that an expansion of current Gang Violence Suppression (GVS) grant, as described within the attached proposal, will further this goal. To this end, each agency agrees to participate in the proposed Antelope Valley GVS Program, if selected for funding by the Governors Office of Emergency Services (OES).

The Los Angeles County Sheriff's Department will closely coordinate the Antelope Valley GVS Program with each of its partners. This includes primary responsibility for the required Local Coordinating Committee (LCC) and the Operational Coordinating Committee (OCC), each associated with the project. The Lancaster Sheriff's Station, as the implementing agency, will be locally responsible for implementing the expanded project, directly managing the law enforcement component, and ensuring project reports are submitted in a timely manner.

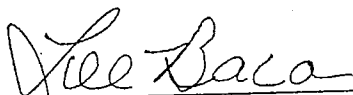
The Los Angeles County District Attorney's Office (LADA), and its Hardcore Gang Unit, agrees to participate in the Antelope Valley GVS Program by providing the following services and conducting related activities:

1. Expand current grant-funded services and activities to the entire Antelope Valley.
2. Upon Grant Award Notification and approval by the Los Angeles County Board of Supervisors, the Los Angeles County District Attorney's Office, Hardcore Gang Unit, will dedicate a Deputy District Attorney (DDA) to the vertical and specialized prosecution of violent gang members, both juvenile and adult, in the expanded target area. The assigned DDA will work with the other program components to avoid pretrial releases, reduce plea bargaining, and increase conviction rates and length of sentences. The assigned DDA will utilize appropriate legal enhancements in the prosecution of gang-related criminal acts. Award of the Antelope Valley GVS grant will enable the District Attorney's Office to ensure that the assigned Deputy District Attorney will be responsible for a reduced vertical prosecution caseload, as required by statute. The assigned DDA will network through the LLC and OCC entities with various community groups involved in gang suppression, intervention, and prevention. The DDA will also work with representatives of the other components of the Antelope Valley GVS Program to bring about success in all areas of the project's goals and objectives. No changes to the prosecution component will be made without the approval of the LADA and its Hardcore Gang Unit.
3. The District Attorney's Bureau of Investigation administers a witness protection fund for Los Angeles County and will provide assistance to the Sheriff's Department in obtaining reimbursement for witness protection. The District Attorney's Victim-Witness Assistance

Program, located in the Antelope Valley Courthouse, will assist victims and witnesses of crime who require relocation, court support and access to other victim-witness services.

4. Actively participate in the quarterly meetings of the Local Coordinating Committee (LCC) and monthly meetings of the Operational Coordinating Committee (OCC) throughout the life of the grant, to implement and coordinate strategies, timetables and mandated services.
5. Collect and provide project service data (and other information as needed) for State and local project reporting. Project service data will be provided on a monthly basis, and will be due by the 10<sup>th</sup> of the following month (e.g., March data would be provided by April 10th).

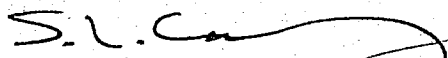
We the undersigned, as authorized representatives of the mentioned agencies, do hereby approve this document.



Leroy D. Baca, Sheriff  
County of Los Angeles

5/27/05

Date



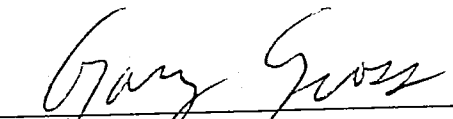
Steve Cooley, District Attorney  
County of Los Angeles

5/24/05

Date

APPROVED AS TO FORM ~~for~~ <sup>LA 50</sup>  
BY COUNTY COUNSEL:  
RAYMOND G. FORTNER, JR.

By:

  
Gary Gross, Principal Deputy  
County Counsel

## **OPERATIONAL AGREEMENT**

July 1, 2005 to June 30, 2006

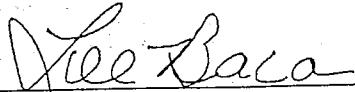
This Operational Agreement stands as evidence that the Los Angeles County Sheriff's Department (herein referred to as LASD) and the **Los Angeles County Probation Department (Probation Department)** intend to work together toward the mutual goal of providing Gang Violence Suppression services within the Antelope Valley of Los Angeles County. Both agencies believe that an expansion of current Gang Violence Suppression (GVS) grant, as described within the attached proposal, will further this goal. To this end, each agency agrees to participate in the proposed Antelope Valley GVS Program, if selected for funding by the Governors Office of Emergency Services (OES).

The Los Angeles County Sheriff's Department will closely coordinate the Antelope Valley GVS Program with each of its partners. This includes primary responsibility for the required Local Coordinating Committee (LCC) and the Operational Coordinating Committee (OCC), each associated with the project. The Lancaster Sheriff's Station, as the implementing agency, will be locally responsible for implementing the expanded project, directly managing the law enforcement component, and ensuring project reports are submitted in a timely manner.

The Probation Department agrees to participate in the Antelope Valley GVS Program by providing the following services and conducting related activities:

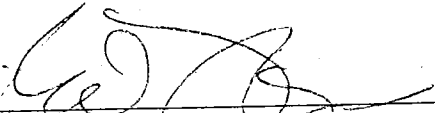
1. Support the expansion of the current grant-funded services and activities to the entire Antelope Valley. The assigned SGSP DPO II will continue to supervise an identified caseload of hardcore gang probationers in Lancaster.
2. Upon Grant Award Notification and approval by the Los Angeles County Board of Supervisors, the Los Angeles County Probation Department agrees to provide a Specialized Gang Supervision Program (SGSP) Deputy Probation Officer (DPO) II to support the Multi-Component Gang Violence Suppression Program to continue to provide gang suppression services. The SGSP DPO II will supervise an identified caseload of hardcore gang probationers in Lancaster, and will also participate in other team-based GVS activities within the Antelope Valley, as appropriate. The SGSP DPO II will provide intensive supervision, and recommend imposition of appropriate sanctions for probationers in Lancaster who have violated their probation. The SGSP DPO will work with representatives of the other components of the Antelope Valley GVS Program to bring about success in all areas of the project's goals and objectives. No changes to the Probation component will be made without the approval of the Probation Department.
3. Actively participate in the quarterly meetings of the Local Coordinating Committee (LCC) and monthly meetings of the Operational Coordinating Committee (OCC) through the life of the grant, to implement and coordinate strategies, timetables and mandated services.
4. Collect and provide project service data (and other information as needed) for State and local project reporting. Project service data will be provided on a monthly basis, and will be due by the 10<sup>th</sup> of the following month (e.g., March data would be provided by April 10th).

We the undersigned, as authorized representatives of the mentioned agencies, do hereby approve this document.



Leroy D. Baca, Sheriff  
County of Los Angeles

5/27/05  
Date

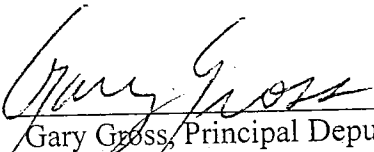


Paul Higa, Chief Probation Officer  
County of Los Angeles

5/23/05  
Date

APPROVED AS TO FORM  
BY COUNTY COUNSEL:  
RAYMOND G. FORTNER, JR.

By:



Gary Gross, Principal Deputy  
County Counsel



## **OPERATIONAL AGREEMENT**

July 1, 2005 to June 30, 2006

This Operational Agreement stands as evidence that the Los Angeles County Sheriff's Department (herein referred to as LASD) and the **Antelope Valley Union High School District (AVUHSD)** intend to work together toward the mutual goal of providing Gang Violence Suppression services within the Antelope Valley of Los Angeles County. Both agencies believe that an expansion of current Gang Violence Suppression (GVS) grant, as described within the attached proposal, will further this goal. To this end, each agency agrees to participate in the proposed Antelope Valley GVS Program, if selected for funding by the Governors Office of Emergency Services (OES).

The Los Angeles County Sheriff's Department will closely coordinate the Antelope Valley GVS Program with each of its partners. This includes primary responsibility for the required Local Coordinating Committee (LCC) and the Operational Coordinating Committee (OCC), each associated with the project. The Lancaster Sheriff's Station, as the implementing agency, will be locally responsible for implementing the expanded project, directly managing the law enforcement component, and ensuring project reports are submitted in a timely manner.

The Antelope Valley Union High School District (AVUHSD) agrees to participate in the Antelope Valley GVS Program by providing the following services and conducting related activities:

1. Expand current grant-funded services and activities to the entire Antelope Valley.
2. The AVUHSD has adopted several policies designed to promote and ensure a safe, violence-free school environment – including a new campus dress code. Upon Grant Award Notification and approval by the Los Angeles County Board of Supervisors, the education component of the proposed program will be administered by the AVUHSD. The AVUHSD will enhance its current gang violence curriculum, parent education regarding gang and drug involvement, follow up services for continued education and guidance, and after-school activities. AVUHSD will work closely with Probation, LASD, individual schools, and UCAN to recruit at-risk youth and identified gang members to the project. AVUHSD will network and join efforts with various community groups involved in gang suppression, intervention, and prevention. AVUHSD will work with representatives of the other components of the Antelope Valley GVS Program to bring about success in all areas of the project's goals and objectives.
3. Actively participate in the quarterly meetings of the Local Coordinating Committee (LCC) and monthly meetings of the Operational Coordinating Committee (OCC) through the life of the grant, to implement and coordinate strategies, timetables and mandated services.
4. Collect and provide project service data (and other information as needed) for State and local project reporting. Project service data will be provided on a monthly basis, and will be due by the 10<sup>th</sup> of the following month (e.g., March data would be provided by April 10th).

We the undersigned, as authorized representatives of the mentioned agencies, do hereby approve this document.

Leroy D. Baca

Leroy D. Baca, Sheriff  
County of Los Angeles

5/27/05  
Date

David Vierra

David Vierra, Superintendent  
Antelope Valley Union High School District

5/19/05  
Date

APPROVED AS TO FORM  
BY COUNTY COUNSEL:  
RAYMOND G. FORTNER

By:

Gary Gross

Gary Gross, Senior Deputy  
County Counsel

## **OPERATIONAL AGREEMENT**

July 1, 2005 to June 30, 2006

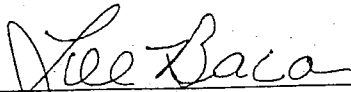
This Operational Agreement stands as evidence that the Los Angeles County Sheriff's Department (herein referred to as LASD) and the **United Community Action Network (UCAN)** intend to work together toward the mutual goal of providing Gang Violence Suppression services within the Antelope Valley of Los Angeles County. Both agencies believe that an expansion of current Gang Violence Suppression (GVS) grant, as described within the attached proposal, will further this goal. To this end, each agency agrees to participate in the proposed Antelope Valley GVS Program, if selected for funding by the Governors Office of Emergency Services (OES).

The Los Angeles County Sheriff's Department will closely coordinate the Antelope Valley GVS Program with each of its partners. This includes primary responsibility for the required Local Coordinating Committee (LCC) and the Operational Coordinating Committee (OCC), each associated with the project. The Lancaster Sheriff's Station, as the implementing agency, will be locally responsible for implementing the expanded project, directly managing the law enforcement component, and ensuring project reports are submitted in a timely manner.

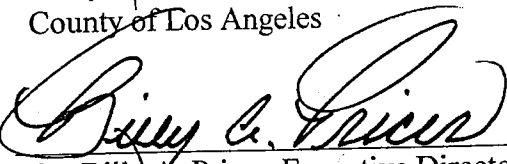
The United Community Action Network (UCAN) agrees to participate in the Antelope Valley GVS Program by providing the following services and conducting related activities:

1. Expand current grant-funded services and activities to the entire Antelope Valley.
2. Upon Grant Award Notification and approval by the Los Angeles County Board of Supervisors, the prevention component of the proposed program will be administered by UCAN. UCAN will assist in the coordination of school site visits, LASD visits for school training, and community meetings with religious leaders on gang awareness and intervention. Project counseling services will target identified at-risk and gang-involved youth, and will be provided by a UCAN masters-level counselor(s). UCAN will also make available other agency services (including JJCPA funded services) available to project clients, as they are qualified and appropriate to the client. Clients for this project will be direct referrals from Probation, school districts, and the Los Angeles County Sheriff's Department. UCAN's staff will work closely with Probation, LASD and individual schools to recruit at-risk youth and identified gang members to the project. UCAN will network and join efforts with various community groups involved in gang suppression, intervention, and prevention. UCAN will work with representatives of the other components of the Antelope Valley GVS Program to bring about success in all areas of the project's goals and objectives.
3. Actively participate in the quarterly meetings of the Local Coordinating Committee (LCC) and monthly meetings of the Operational Coordinating Committee (OCC) through the life of the grant, to implement and coordinate strategies, timetables and mandated services.
4. Collect and provide project service data (and other information as needed) for State and local project reporting. Project service data will be provided on a monthly basis, and will be due by the 10<sup>th</sup> of the following month (e.g., March data would be provided by April 10th).

We the undersigned, as authorized representatives of the mentioned agencies, do hereby approve this document.

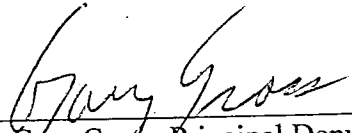
  
\_\_\_\_\_  
Leroy D. Baca, Sheriff  
County of Los Angeles

5/27/05  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Dr. Billy A. Pricer, Executive Director  
United Community Action Network

5/19/05  
\_\_\_\_\_  
Date

APPROVED AS TO FORM  
BY COUNTY COUNSEL:  
RAYMOND G. FORTNER, JR.

By:   
\_\_\_\_\_  
Gary Gross, Principal Deputy  
County Counsel

## **ATTACHMENT IV**

### **APPROPRIATION ADJUSTMENT**

COUNTY OF LOS ANGELES

## REQUEST FOR APPROPRIATION ADJUSTMENT

DEPT'S  
No. 770

DEPARTMENT OF

SHERIFF

DECEMBER 23, 2005

## AUDITOR-CONTROLLER.

THE FOLLOWING APPROPRIATION ADJUSTMENT IS DEEMED NECESSARY BY THIS DEPARTMENT. WILL YOU PLEASE REPORT AS TO ACCOUNTING AND AVAILABLE BALANCES AND FORWARD TO THE CHIEF ADMINISTRATIVE OFFICER FOR HIS RECOMMENDATION OR ACTION.

ADJUSTMENT REQUESTED AND REASONS THEREFOR

(4 VOTES)

## SOURCES


SHERIFF'S DEPARTMENT - PATROL  
REVENUE - STATE - OTHER  
A01 - SH - 15682 - 8831  
\$500,000

## USES

SHERIFF'S DEPARTMENT - PATROL  
SALARIES & EMPLOYEE BENEFITS  
A01 - SH - 15682 - 1000  
\$100,000

SHERIFF'S DEPARTMENT - PATROL  
SERVICES & SUPPLIES  
A01 - SH - 15682 - 2000  
\$400,000

JUSTIFICATION: APPROPRIATION ADJUSTMENT TO FUND COSTS FOR THE IMPLEMENTATION OF THE ANTELOPE VALLEY GANG VIOLENCE SUPPRESSION PROGRAM TO REDUCE GANG VIOLENCE IN THE ANTELOPE VALLEY. FUNDING IS ALLOCATED BY THE OFFICE OF EMERGENCY SERVICES.

  
CONRAD MEREDITH, DIRECTOR  
ASD - FINANCIAL PROGRAMS

OK with  
12/22/05

CHIEF ADMINISTRATIVE OFFICER'S REPORT

REFERRED TO THE CHIEF  
ADMINISTRATIVE OFFICER FOR—

ACTION

RECOMMENDATION

AUDITOR-CONTROLLER BY Wale T. King

No. 217 12-28-2005

APPROVED AS REQUESTED ☒ AS REVISED

January 3 2006 19 S. Kibkawa

CHIEF ADMINISTRATIVE OFFICER

APPROVED (AS REVISED): 19

BOARD OF SUPERVISORS

BY

DEPUTY COUNTY CLERK

SEND 6 COPIES TO THE AUDITOR-CONTROLLER

## **ATTACHMENT IV**

### **APPROPRIATION ADJUSTMENT**

COUNTY OF LOS ANGELES  
REQUEST FOR APPROPRIATION ADJUSTMENT

DEPT'S No. 770  
DEPARTMENT OF SHERIFF DECEMBER 23, 12005

## AUDITOR-CONTROLLER.

THE FOLLOWING APPROPRIATION ADJUSTMENT IS DEEMED NECESSARY BY THIS DEPARTMENT. WILL YOU PLEASE REPORT AS TO ACCOUNTING AND AVAILABLE BALANCES AND FORWARD TO THE CHIEF ADMINISTRATIVE OFFICER FOR HIS RECOMMENDATION OR ACTION.

## ADJUSTMENT REQUESTED AND REASONS THEREFOR

(4 VOTES)

## SOURCES

SHERIFF'S DEPARTMENT - PATROL  
REVENUE - STATE - OTHER  
A01 - SH - 15682 - 8831  
\$500,000

## USES

SHERIFF'S DEPARTMENT - PATROL  
SALARIES & EMPLOYEE BENEFITS  
A01 - SH - 15682 - 1000  
\$100,000

SHERIFF'S DEPARTMENT - PATROL  
SERVICES & SUPPLIES  
A01 - SH - 15682 - 2000  
\$400,000

JUSTIFICATION: APPROPRIATION ADJUSTMENT TO FUND COSTS FOR THE IMPLEMENTATION OF THE ANTELOPE VALLEY GANG VIOLENCE SUPPRESSION PROGRAM TO REDUCE GANG VIOLENCE IN THE ANTELOPE VALLEY. FUNDING IS ALLOCATED BY THE OFFICE OF EMERGENCY SERVICES.

  
CONRAD MEREDITH, DIRECTOR  
ASD - FINANCIAL PROGRAMS

OK 12/22/05

CHIEF ADMINISTRATIVE OFFICER'S REPORT

REFERRED TO THE CHIEF  
ADMINISTRATIVE OFFICER FOR—

ACTION

APPROVED AS REQUESTED

AS REVISED

RECOMMENDATION

APPROVED (AS REVISED):  
BOARD OF SUPERVISORS

CHIEF ADMINISTRATIVE OFFICER

AUDITOR-CONTROLLER

BY

19

No. 217

12-28-2005

BY

DEPUTY COUNTY CLERK

SEND 6 COPIES TO THE AUDITOR-CONTROLLER